

# **TOWN OF WATERTOWN**

## **1992-1994 ANNUAL REPORT**



HIST  
974.447  
ANN

1992 1993 1994

**On The Cover**

The new Watertown Senior center, completed in 1993



# TOWN OF WATERTOWN

## 1992 - 1994 ANNUAL REPORT



It was in the Year 1630, ten years after the pilgrims had settled in Plymouth, that a group of Englishmen who had come to these shores with the Massachusetts Bay Company arrived in our Town of Watertown. Led by Sir Richard Saltonstall, this group moved up the Charles river to a point just upstream from the Arsenal site.

# Table of Contents

## Town Officials and Committees

Elected Officials .....	2
Appointed Officials .....	3
Boards and Committees .....	4

## Reports of the Town Manager and Town Council

Town Council .....	11
Town Manager .....	13

## Report of Town Finances

Board of Assessors .....	17
Treasurer/Collector .....	18
Auditor .....	20

## Reports of the Offices of Town Administration

Assistant to the Town Manager .....	30
Town Clerk and Elections .....	30
Data Processing .....	31
Town Attorney .....	32
Purchasing .....	33
Health Department .....	33
Council on Aging .....	34
Recreation .....	36
Library .....	39
Veterans' Services .....	42
Skating Arena .....	42

## Department of Public Works .....

## Reports of the Departments of Public Safety

Police .....	44
Fire .....	51
Civil Defense .....	57

## Report of the Department of Community Development and Planning .....

## Report of the Department of Public Schools .....

## Report of the Department of Weights and Measures .....

## Voting Results .....



## Watertown Elected Officials, 1992 & 1993

Town Council President and Member of the School Committee	John G. Dilberto	52 Bartlett St.	926-0553
	John M. Timperio	31 Aldrich Rd. Apt. 1	923-2378
Town Councilors at Large	Rachel Kaprielian	320 Mt. Auburn St.	926-5171
	Marilyn Petitto Devaney	98 Westminister Ave.	923-0778
Town Councilor, District A	Pamela Piantedosi	188 Waverley Ave.	924-0257
	Dikran M. Kaligian	56 Prentiss St.	926-1890
	Paul J. Denning	261 Common St.	924-2613
	Thomas J. Stevens	13 Lawrence St.	926-3710
	Victor Palladino, Jr.	20 Pilgrim Road	924-5304
Town Councilor, District B			
Town Councilor, District C			
Town Councilor, District D			
School Committee	Susan Kelley MacDonald	41 Longfellow Road	924-5088
	Maureen Loukas	14 Carlton Terrace	924-8390
	James W. Rogers	23 Heather Road	923-8553
	John M. Madden	42 Quirk St.	926-2199
	Clyde L. Younger	188 Acton St.	923-0592
	Anthony T. DiIeso	23 Desmond Avenue	923-1788
Library Trustees	Gracemarie V. LeBlanc	76 Emerson Road	924-9322
	Eleanor Sadler	67 King St.	923-0932
	Raya Stern	207 Lexington St.	926-3609
	Donald J. MacDonald, Jr.	41 Longfellow Road	924-5088
	G. Jack Zollo	159 Acton St.	923-1430
	Mary. F. McHugh	30 Lawrence St.	926-5119

## Watertown Elected Officials, 1994

Town Council President and Member of the School Committee	Richard E. Mastrangelo	109 Barnard Ave.	924-8588
	David Caruso	170 Palfrey St.	924-4705
Town Councilors at Large	Marilyn Petitto Devaney	98 Westminister Ave.	923-0778
	Sandra Kasabian Hoffman	20 Middle St.	924-7956
District A Councilor	Rachel Kaprielian		
	Dikran Kaligian	56 B Prentiss St.	926-1890
	Paul J. Denning	261 Common St.	924-2613
	Andrew Rudalevige	78 Main St.	926-0775
	Taso Daskalakis	57 Chapman St.	923-0660
District B Councilor			
District C Councilor			
District D Councilor			
School Committee	Susan Kelley MacDonald	41 Longfellow Rd.	924-4700
	Paul S. McGovern	35 Townly Rd.	489-0146
	Stephen Messina	40 Longfellow Rd.	923-1892
	Anthony DiIeso	23 Desmond Ave.	923-1788
	John M. Madden	42 Quirk St.	926-2199
	Clyde L. Younger	188 Acton St.	923-0592
Library Trustees	Jeannie M. Caruso	35 Bromfield St.	924-1289
	Gracemarie V. LeBlanc	76 Emerson Rd.	924-9322
	Raya Stern	207 Lexington St.	926-3609
	Donald J. MacDonald, Jr.	41 Longfellow Rd.	924-5088
	Mary F. McHugh	30 Lawrence St.	926-5119
	G. Jack Zollo	159 Acton St.	923-1430

# Watertown Appointed Officials

## 1992

Town Manager Joseph Painter  
Council President John Dilberto

Assessors James Doherty  
Town Treasurer/Collector Michael J. Driscoll  
Auditor Joseph O'Reilly Jr.

Personnel Clayton R. Carlisle  
Town Clerk/Election David Akillian  
Data Processing Paul Turner  
Town Attorney Roger Randall, Esq.  
Purchasing/Veterans Richard T. Johnson

Health Joseph DiVico  
Multi-Service Center Marsha Lazar  
Council on Aging Caryl L. Fox  
Recreation Thomas Sullivan  
Library Helene Tuchman  
Skating Rink Edward Peduto

Public Works Department John McMahon  
Police Department Chief Robert Kelly  
Fire Department Chief Paul McCaffrey  
Community Development & Plan. Mark Boyle  
Superintendent of Schools Dr. Sally Dias

## 1993

Town Manager Acting, Michael J. Driscoll  
Council President John Dilberto

Assessors James Doherty  
Town Treasurer/Collector Acting, Barbara White  
Auditor Joseph O'Reilly Jr.

Personnel Louis P. Andrews  
Town Clerk/Election Frederick L. Pugliese  
Data Processing Acting, Joseph Mahoney  
Town Attorney Kopelman and Paige, a.o. 4/13/93  
Purchasing/Veterans Richard T. Johnson

Health Joseph DiVico  
Multi-Service Center Marsha Laza (to 7/1/93)  
Council on Aging Caryl L. Fox  
Recreation Thomas Sullivan  
Library Acting, Maureen Connors

## 1993, continued

Skating Rink Acting, Edward O'Leary

Public Works Department Gerald Mee, Jr.  
Police Department Chief Robert Kelly  
Fire Department Chief Paul McCaffrey  
Community Development & Plan. Mark Boyle  
Superintendent of Schools Dr. Sally Dias

## 1994

Town Manager Michael J. Driscoll  
Council President Richard E. Mastrangelo

Assessors Joseph Divito, Jr.  
Town Treasurer/Collector Martin J. Walsh  
Auditor Thomas J. Tracy

Personnel Frederick L. Pugliese  
Town Clerk/Election Frederick L. Pugliese  
Data Processing Acting, Joseph Mahoney  
Town Attorney Kopelman and Paige, P.C.  
Purchasing/Veterans Richard T. Johnson

Health Acting, Joseph DiVico  
Council on Aging Caryl L. Fox  
Recreation Thomas Sullivan  
Library Acting, Maureen Connors  
Skating Rink Edward O'Leary

Public Works Department Gerald Mee, Jr.  
Police Department Acting, Robert Kelland  
Fire Department Chief Paul McCaffrey  
Community Development & Plan. Mark Boyle  
Superintendent of Schools Dr. Sally Dias



# Boards and Committees

1992

## Board of Assessors

James Doherty, Chairman  
Albert D. DiSessa  
Richard A. Goulet

## Planning Board

James Edward McDermott, Chairman  
Joseph F. Deignan, Jr.  
Roger C. Erickson  
Joseph Soussou  
Peter Zimmerman

## Blue Ribbon Panel

Hope Tsacoyeanes, Watertown Chamber of Commerce  
James McDermott  
Joanna Erickson  
Timothy Egan, Mass. Housing Finance Agency  
John Portz  
Bob Collini  
Michael Kelliher, Arsenal Mall  
William J. Nealon, Commercial Real Estate Services  
Joseph C. Leah  
Frank Creedon, Mass. Housing Finance Agency  
Paul Darcy, Northeast Savings Bank  
Town Clerk  
Town Manager

## Watertown Housing Authority

E. Joyce Munger, Chairperson  
Linda Lilley  
Heather Whitney (State Appointee)  
John O'Leary  
Bernard Bradley (filled unexpired term of  
Gerald O'Keefe)

## Board of Health

Joseph L.C. Santoro, Chairman  
Karen L. Koumjian, O.D.  
Dr. Marvin L. Mitchell

## Industrial Development Financing Authority

Robert P. Burns, Banker  
Natalie A. Lopez (filled unexpired term of  
H. Edward Santarpio)  
Robert A. Manzelli  
Carmine Pallotta

## Conservation Commission

Diana Proctor, Chairperson (resigned 10/22/92)  
Steven Quintiliani, Chairman  
Robert Collini  
Andrew Jablon  
Robert Krevy  
Marylouise McDermott  
David F. McDonald

## Council on Aging

Barbara Zenn Rediker, Chairperson  
Harold J. Bejeck  
Gertrude Broderick  
Edward F. Caruso  
Ruth Farrissey  
Betty Finnell  
Patricia Gold  
Lucy Nargozian  
George Srabian

## Traffic Commission

Police Chief Robert M. Kelly, Chairman  
Fire Chief Paul F. McCaffrey, Secretary  
John Airasian  
Louis Anastasi  
William Flecca  
Philip Pane  
Supt. John P. McMahon  
Lt. Robert G. Patey, Traffic Commander

## Retirement Board

Robert E. Ford, Chairman  
Joseph P. O'Reilly, Jr.  
R. Wayne MacDonald

## Licensing Board

Thomas M. Sherry, Chairman  
Joseph F. Bannon  
Russell J. Morgan  
George B. Newman, alternate

## Election Commission

Noel B. Carmichael, Chairman  
Robert W. Kelly  
Charles J. Tobin  
Demos Zevitas

## 1992, cont.

### Cable TV Advisory Board

Edward E. O'Brien, Jr., Chairman  
Kathleen F. McCarthy  
Marshall Bradstreet  
Kirby Upjohn  
Joseph B. Darby, III  
John G. Flores  
Grace LeBlanc  
Domenic J. Fucci, Jr.  
Dr. Gerald Sussman

### Recreation Commission

Lorraine LaRose (citizen member)  
Arthur E. Todino (citizen member)  
Sally Dias, Superintendent of Schools  
Robert M. Kelly, Chief of Police  
John McMahon, Superintendent of Public Works  
Helene Tuchman, Library Director

### Watertown Arts Council

Charles Berney, Chairman  
George Airasian  
Catherine Bennett  
Dinah Lane  
Michael Hatfield  
Susan Schwalb  
Mary Kathryn Seipke

### Senior Center Advisory Committee

Theresa Naples  
Florence Mahoney  
John Messina  
A. Helen Siegel  
Mary Magarian  
Harold Alworth  
Stacia Mavrogeorge

### Board of Appeals

Joseph C. Leah, Chairman  
Anthony J. Cristello  
Anthony D. Furia  
Jonathan Bockian (filled unexpired term of  
Stephen Neel)  
Randall Imai  
Elaine V. Grey (alternate member)  
William B. Matthews (alternate member)

### Multi-Service Center Board of Directors

Eileen Balzer  
Mary E. Barry  
Heide Berke  
Nana Daronatsy (resigned 12/10/92)  
David M. Drucker  
Susan Falkoff  
John Gillis  
Barbara Guzzetti  
Christopher Munger  
Joan O'Brien  
Andrew Rudalevige  
Adrienne Sloane  
Therese Smaha  
Carolyn Tolman

### Watertown Housing Partnership

Mark Boyle  
Alison Carnduff  
Thomas Wade, Watertown Housing Authority  
Craig McKenna, Watertown Savings Bank  
Carol Baldassari  
Stephen Savarese  
Laura Junglas  
Alex Liazos  
Susan Hershey, Watertown Sun  
Barbara Zenn-Rediker  
Michael Sherman  
Lisa Sloane  
Town Clerk  
Town Manager  
Larry Young  
Tommy Peterson, Watertown Press

### Watertown Arsenal Reuse Committee

John Airasian, Chairperson  
William York, Esq., Vice Chairperson  
Jane Argento  
Robert Chase  
Rep. Warren Tolman  
Susan Falkoff  
Joseph Leah  
Kevin Lessard  
Sonja Brownson  
Jim Walsh, from Rep. Joseph Kennedy  
Charles F. Paone  
Thomas Stevens  
Pat Bonanno  
James McDermott, Esq.  
Justice Paul Menton  
Walter Oates, III  
Diana Proctor  
Cathy Santoian  
Hope Tsacoyeanes



## 1992, cont.

### Arsenal Reuse Committee, cont.

Thomas M. Sherry  
Dr. Stephen G. Steadman  
Town Clerk  
Dikran Kaligian  
Joseph Rigali  
Rudy D'Alanno  
Watertown Press  
Watertown Sun  
Continental Cablevision  
New Tribune  
Anne Malewicz, Dept. of Enviro. Prot.  
Robert Watkins, Dept. of Public Health

### Watertown Recycling Advisory Group

Seth Parker, President  
Laurie Murphy, Vice Pres.  
Robert Giel, Vice Pres.  
Nancy Ballantyne, Treasurer  
Robert L. Keener  
Charles C. Bering  
Martin Lerman  
Norman Getz  
George Pickering  
Joel D. Hencken, Ph.D.  
Edward Sullivan  
Edward Parigian  
Adrienne Sloane

## 1993

### Board of Assessors

James Doherty, Chairman (Resigned 8/20/93)  
Albert D. DiSessa  
Richard A. Goulet

### Planning Board

James Edward McDermott, Chairman  
Joseph F. Deignan, Jr.  
Roger C. Erickson  
Joseph Soussou  
Peter Zimmerman

### Blue Ribbon Panel

Hope Tsacoyeanes, Watertown Chamber of Commerce  
James McDermott  
Joanna Erickson  
Timothy Egan, Mass. Housing Finance Agency  
John Portz  
Bob Collini  
Michael Kelliher, Arsenal Mall  
William J. Nealon, Commercial Real Estate Services  
Joseph C. Leah  
Frank Creedon, Mass. Housing Finance Agency  
Paul Darcy, Northeast Savings Bank  
Town Clerk  
Town Manager

### Watertown Housing Authority

E. Joyce Munger, Chairperson  
Linda Lilley  
Heather Whitney (State Appointee)  
John O'Leary  
Bernard Bradley (filled unexpired term of  
Gerald O'Keefe)

### Board of Health

Joseph L.C. Santoro, Chairman  
Karen L. Koumjian, O.D.  
Dr. Marvin L. Mitchell

### Industrial Development Financing Authority

Robert P. Burns, Banker  
Natalie A. Lopez (filled unexpired term of  
H. Edward Santarpio)  
Robert A. Manzelli  
Carmine Pallotta

## 1993, cont.

### Conservation Commission

Steven Quintiliani, Chairman  
Robert Collini  
John B. Hawes, Jr.  
Marylouise McDermott  
David F. McDonald  
Kathryn Thomas  
Eileen O. Zubrowski

### Council on Aging

Barbara Zenn Rediker, Chairperson  
Harold J. Bejeck  
Gertrude Broderick  
Edward F. Caruso  
Ruth Farrisey  
Betty Finnell  
Patricia Gold  
Lucy Nargozian  
George Srabian

### Traffic Commission

Police Chief Robert M. Kelly, Chairman  
Fire Chief Paul F. McCaffrey, Secretary  
John Airasian  
Louis Anastasi  
William Flecca  
Philip Pane  
Supt. John P. McMahon  
Lt. Robert G. Patey, Traffic Commander

### Retirement Board

Robert E. Ford, Chairman  
Joseph P. O'Reilly, Jr.  
R. Wayne MacDonald

### Licensing Board

Thomas M. Sherry, Chairman  
Russell J. Morgan  
George B. Newman  
Donna B. Doucette, alternate

### Election Commission

Noel B. Carmichael, Chairman  
Robert W. Kelly  
Charles J. Tobin  
Demos Zevitas

### Cable TV Advisory Board

Edward E. O'Brien, Jr., Chairman  
Kathleen F. McCarthy (resigned 9/93)  
Marshall Bradstreet  
Kirby Upjohn (resigned 9/93)  
Joseph B. Darby, III  
John G. Flores  
Grace LeBlanc  
Domenic J. Fucci, Jr.  
Dr. Gerald Sussman

### Recreation Commission

Lorraine LaRose (citizen member)  
Arthur E. Todino (citizen member)  
Sally Dias, Superintendent of Schools  
Robert M. Kelly, Chief of Police  
John McMahon, Superintendent of Public Works  
Helene Tuchman, Library Director

### Watertown Cultural Council (formerly Arts Council)

Dinah Lane, Co-chairperson  
George Airasian, Co-chairperson  
Catherine Bennett  
Michael Hatfield  
Susan Schwalb  
Mary Kathryn Seipke  
Andrew Zimmermann

### Senior Center Advisory Committee

Theresa Naples  
Florence Mahoney (resigned 1/4/93)  
John Messina  
A. Helen Siegel  
Mary Magarian  
Harold Alworth  
Stacia Mavrogeorge (resigned 1/12/93)

### Board of Appeals

Joseph C. Leah, Chairman  
Anthony J. Cristello  
Anthony D. Furia  
Jonathan Bockian (filled unexpired term of Stephen Neel)  
Elaine V. Grey  
William B. Matthews (alt., resigned 9/93)  
John J. McCarthy, Jr. (alternate Member)

### Multi-Service Center Board of Directors

Eileen Balzer  
Mary E. Barry  
Heide Berke  
David M. Drucker  
Susan Falkoff  
John Gillis



## 1993, cont.

### Multi-Service, cont.

Barbara Guzzetti  
Christopher Munger  
Joan O'Brien  
Andrew Rudalevige  
John Scheft  
Adrienne Sloane  
Therese Smaha  
Lisa Sophis  
Carolyn Tolman

### Watertown Housing Partnership

Alison Carnduff  
Thomas Wade, Watertown Housing Authority  
Craig McKenna, Watertown Savings Bank  
Carol Baldassari  
Stephen Savarese  
Laura Junglas  
Alex Liazos  
Susan Hershey, Watertown Sun  
Barbara Zenn-Rediker  
Michael Sherman  
Lisa Sloane  
Town Clerk  
Town Manager  
Larry Young  
Tommy Peterson, Watertown Press  
William Matthews (a.o. 10/18/93)  
R. Stewart Wooster (a.o. 10/18/93)

### Watertown Arsenal Reuse Committee

John Airasian, Chairperson  
William York, Esq., Vice Chairperson  
Jane Argento  
Robert Chase  
Rep. Warren Tolman  
Susan Falkoff  
Joseph Leah  
Kevin Lessard  
Alison Carnduff  
Sonja Brownson  
Jim Walsh, from Rep. Joseph Kennedy  
Charles F. Paone, US Army Materials & Tech. Lab.  
Thomas Stevens  
Pat Bonanno  
John Portz  
James McDermott, Esq.  
Justice Paul Menton  
Walter Oates, III  
Diana Proctor  
Cathy Santoian

### Arsenal Reuse, cont.

Hope Tsacoyeanes  
Thomas M. Sherry  
Dr. Stephen G. Steadman  
Town Clerk  
Dikran Kaligian  
Joseph Rigali  
Rudy D'Alanno  
Watertown Press  
Watertown Sun  
Continental Cablevision  
New Tribune  
Anne Malewicz, Dept. of Enviro. Prot.  
Robert Watkins, Dept. of Public Health

### Watertown Recycling Advisory Group

Seth Parker, President  
Laurie Murphy, Vice Pres.  
Robert Giel, Vice Pres.  
Nancy Ballantyne, Treasurer  
Robert L. Keener  
Charles C. Bering  
Martin Lerman  
Norman Getz  
George Pickering  
Joel D. Hencken, Ph.D.  
Edward Sullivan  
Edward Parigian  
Adrienne Sloane

## 1994

### Board of Assessors

Joseph DiVito, Jr., Chairman  
Joseph B. Darby, III  
Elizabeth Dromey

### Planning Board

James Edward McDermott, Chairman  
Joseph F. Deignan, Jr.  
Roger C. Erickson  
John Hawes  
Frank Mockler

### Blue Ribbon Panel

Hope Tsacoyeanes, Watertown Chamber of Commerce  
James McDermott  
Joanna Erickson  
Timothy Egan, Mass. Housing Finance Agency  
John Portz  
Bob Collini  
Michael Kelliher, Arsenal Mall  
William J. Nealon, Commercial Real Estate Services  
Joseph C. Leah  
Frank Creedon, Mass. Housing Finance Agency  
Paul Darcy, Northeast Savings Bank  
Town Clerk  
Town Manager

### Watertown Housing Authority

E. Joyce Munger, Chairperson  
Linda Lilley  
Heather Whitney (State Appointee)  
John O'Leary  
Bernard Bradley (filled unexpired term of  
Gerald O'Keefe)

### Board of Health

Joseph L.C. Santoro, Chairman  
Karen L. Koumjian, O.D.  
Dr. Marvin L. Mitchell

### Industrial Development Financing Authority

Robert P. Burns, Banker  
Natalie A. Lopez (filled unexpired term of  
H. Edward Santarpio)  
Robert A. Manzelli  
Carmine Pallotta (Deceased)

### Conservation Commission

Robert Collini, Co-chairperson  
David F. McDonald, Co-chairperson  
John B. Hawes, Jr.

### Conservation Commission, cont.

Marylouise McDermott  
Kathryn Thomas  
Patricia A. Schiavoni  
Eileen O. Zubrowski

### Council on Aging

Barbara Zenn Rediker, Chairperson  
Harold J. Bejeck  
Gertrude Broderick  
Edward F. Caruso  
Ruth Farrisey  
Betty Finnell  
Patricia Gold  
Lucy Nargozian  
George Srabian

### Traffic Commission

Police Chief Robert M. Kelly, Chairman  
followed by Acting Chief Robert Kelland  
Fire Chief Paul F. McCaffrey, Secretary  
John Airasian  
Louis Anastasi  
William Flecca  
Philip Pane  
Supt. Gerald A. Mee, Jr.  
Lt. Robert G. Patey, Traffic Commander

### Retirement Board

Robert E. Ford, Chairman  
Thomas J. Tracy  
R. Wayne MacDonald

### Licensing Board

Thomas M. Sherry, Chairman  
Russell J. Morgan  
George B. Newman  
Donna B. Doucette, alternate

### Election Commission

Noel B. Carmichael, Chairman  
Robert W. Kelly  
Charles J. Tobin  
Demos Zevitas

### Cable TV Advisory Board

Edward E. O'Brien, Jr., Chairman  
Marshall Bradstreet  
Joseph B. Darby, III (resigned)  
John G. Flores  
Grace LeBlanc  
Domenic J. Fucci, Jr.  
Dr. Gerald Sussman



## 1994, cont.

### Recreation Commission

Lorraine LaRose (citizen member)  
Arthur E. Todino (citizen member)  
Sally Dias, Superintendent of Schools  
Robert M. Kelly, Chief of Police  
Gerald S. Mee, Jr, Superintendent of Public Works  
Helene Tuchman, Library Director

### Watertown Cultural Council

George Airasian Co-Chairperson  
Dinah Lane, Co-Chairperson  
Catherine Bennett  
Michael Hatfield  
Susan Schwalb  
Mary Kathryn Seipke

### Senior Center Advisory Committee

John Messina  
A. Helen Siegel  
Mary Magarian  
Virginia Tucceri

### Board of Appeals

Joseph C. Leah, Chairman (Deceased 3/9/94)  
Anthony J. Cristello  
Anthony D. Furia  
Jonathan Bockian (filled unexpired term of  
Stephen Neel)  
Elaine V. Grey  
John J. McCarthy, Jr. (alternate Member)  
John W. Marshall

### Watertown Housing Partnership

Alison Carnduff  
Thomas Wade, Watertown Housing Authority  
Craig McKenna, Watertown Savings Bank  
Carol Baldassari  
Stephen Savarese  
Laura Junglas  
Alex Liazos  
Susan Hershey, Watertown Sun  
Barbara Zenn-Rediker  
Michael Sherman  
Lisa Sloane  
Town Clerk  
Town Manager  
Larry Young  
Tommy Peterson, Watertown Press  
William Matthews  
R. Stewart Wooster

### Watertown Arsenal Reuse Committee

John Airasian, Chairperson  
William York, Esq., Vice Chairperson  
Jane Argento  
Robert Chase  
Rep. Warren Tolman  
Susan Falkoff  
Joseph Leah  
Kevin Lessard  
Alison Carnduff  
Sonja Brownson  
Jim Walsh, from Rep. Joseph Kennedy  
Charles F. Paone, US Army Materials & Tech. Lab.  
Thomas Stevens  
Pat Bonanno  
John Portz  
James McDermott, Esq.  
Justice Paul Menton  
Walter Oates, III  
Diana Proctor  
Cathy Santoian  
Hope Tsacoyeanes  
Thomas M. Sherry  
Dr. Stephen G. Steadman  
Town Clerk  
Dikran Kaligian  
Joseph Rigali  
Rudy D'Alanno  
Watertown Press  
Watertown Sun  
Continental Cablevision  
New Tribune  
Anne Malewicz, Dept. of Enviro. Prot.  
Robert Watkins, Dept. of Public Health

### Watertown Recycling Advisory Group

Seth Parker, President  
Laurie Murphy, Vice Pres.  
Robert Giel, Vice Pres.  
Nancy Ballantyne, Treasurer  
Robert L. Keener  
Charles C. Bering  
Martin Lerman  
Norman Getz  
George Pickering  
Joel D. Hencken, Ph.D.  
Edward Sullivan  
Edward Parigian  
Adrienne Sloane



# Town Council

## A Report to the People of Watertown

The Town Council of the City known as the Town of Watertown is the nine-member body elected biennially to serve as the legislative body of the Town's government. Its basic functions are to set policy for the administration, adopt an annual budget on recommendation by the Town Manager, and serve as overseers of the various agencies of government. The years covered by this report from your Town Council, from 1992 to 1994, have been years of change for Watertown, for its administration, and for the Town Council.

## Council Membership

In January of 1992 the Town Council elected in November of 1991 took office under the leadership of Council President John Dilberto. His colleagues included Councilors-at-Large Marilyn Petitto Devaney, Rachel Kaprielian, Pamela Piantidosi, and John Temperio, and District Councilors Dikran Kaligian, Paul Denning, Thomas Stevens, and Marianne Pannesi, in districts A, B, C, and D, respectively. Councilors Kaprielian, Kaligian, Stevens, and Temperio had been elected to their first term as members of the Town Council. In January of 1992, former Councilor-at-Large Victor Palladino replaced District D Councilor Pannesi, who had resigned.

As a result of the election in November, 1993, five new Councilors (a majority) of the Town Council began their first terms in January, 1994. They included Richard E. Mastrangelo as Council President; David Caruso and Sandra Kasabian Hoffman as Councilors-at-Large, and Andrew Rudilevege and Taso Daskalakis as District C and D Councilors, respectively. Returning Councilors-at-Large were Marilyn Petitto Devaney and Rachel Kaprielian. Following her election as Representative to the General Court from Watertown, Councilor Kaprielian indicated her intention to resign from the Town Council to devote full time to her new duties.

During this period of time, Denise Paone served as Clerk of the Council, until April, 1994, when she was replaced by the Council President's appointment of Valerie Papas for a three year term, ending in 1997.

## Administrative Changes

If not the most important responsibility of the Town Council, certainly one of its critical decisions is the selection of the Town Manager, the person who will head the administration of our government and ensure that it runs well and provides services to our community's residents in an effective, efficient, and expeditious manner. Our Charter establishes a strong Town Manager form of government, but the Town Council, as the legislative body with the ultimate responsibility for passing the Town's

annual operating budget, has significant policy-making authority. In addition to the budgeting function, the Town Council also enacts ordinances and amendments to the various codes under which our town is governed.

Town Manager searches are difficult and time-consuming, yet they must be done. Ultimately, the future of the community rests in large measure on the success of a Town Manager search. During the years covered by this report, the Council undertook its second search for a Town Manager in as many years. Rodney Irwin, who had resigned in April, 1991, was replaced on an acting basis by Charles Cristello until the appointment of Joseph Painter, who served from November, 1991 until February, 1993, when Michael J. Driscoll was appointed acting Town Manager. In August 1993, Mr. Driscoll was appointed Watertown's fourth permanent Town Manager.

## Other Personnel

A reading of the Town Manager's Report elsewhere in this volume will show just how much change there has been in Watertown's government during the past several years. This report will not replicate that information. It is important to note, however, that for the first time since the adoption of the home rule Charter in 1980, a Town Manager has had an opportunity to appoint all of the major Town Hall department heads, including a Town Treasurer-Collector, Town Clerk, Personnel Director, and Chief Assessor. He has also had an opportunity to appoint a Superintendent of Public Works and is in the process of appointing a new Police Chief. Early in 1994, the Town Council appointed Thomas J. Tracy, Jr. as Town Auditor to replace Joseph P. O'Reilly, Jr. who resigned in December, 1993. While Mr. Tracy is part of the Town's financial team, the separation of powers created by the Charter leaves the appointment of the Town Auditor to the Town Council. Finally, completing the team has been the appointment of the law firm of Kopleman and Paige as Town Attorney, replacing the former system of in-house counsel supplemented by specialists as required.

## Major Initiatives

During the years covered by this report, the Town Council expressed concern over the lack of timely financial audits to assist it in overseeing the fiscal accounting and reporting practices of the Town's agencies of government. As a result of these concerns, a new independent audit firm was selected and the first major audit of the Town's accounts in several years was undertaken. The results of that audit showed a staggering deficit in the neighborhood of \$2.5 million, an unacceptable amount for any community, and certainly for Watertown.

Working with the audit firm, the new Town Auditor, the Town Manager and his Treasurer-Collector and Assessor, the Town Council has required significant systemic



changes in the fiscal practices of the Town and tightened the Town's budget belt yet another time to wipe out the deficit and return us to the black. Those systemic changes have been put into place and should prevent a recurrence of unacceptable deficits.

In the face of the budget crunch, The Town Council was able to approve a number of initiatives and projects to meet expressed needs of the citizens of Watertown, among which are:

- approval of major reconstruction at Arsenal Park;
- approval of construction of the new Senior Center at the Phillips School;
- approval of major renovations to the Administration Building, including addition of an elevator, to bring it into conformity with the Americans with Disabilities Act;
- approval of new police cruisers and establishment of a schedule to ensure that the Town continues to have essential equipment for its public safety personnel;
- continuance of routine maintenance and planned reconstruction on the Town's streets;
- establishment of curbside recycling for residents and elimination of the much maligned dollar-a-bag leaf and yard waste fee;
- establishment of a Blue Ribbon Economic Development Panel, which has reported back with specific recommendations for the enhancement of the Town's economic future;
- approval of the School Committee's request for funding of plans to begin to implement its long-range building needs decisions;
- establishment of a permanent Bicycle Committee to work toward bicycle paths in Watertown, including along Boston & Maine right-of-ways which are currently under review for abandonment or sale to abutting businesses.

While this list is not all-inclusive, it represents the broad policies established by the Town Council and implemented where necessary, with budget allocations.

#### Acknowledgments

The Town Council respectfully and gratefully acknowledges the assistance of all those who have assisted it in any way in its mission of serving the people of the City known as the Town of Watertown. Our colleagues in Town government, beginning with the Town Manager, have been of enormous help, and we appreciate the efforts of each and every Town employee in every department. We also express appreciation to the members and staff of the elected and appointed boards, committees, and commissions. Without the many hours of dedicated service these men and women volunteer to their tasks, Watertown would not be the community it is, or that each of us wants it to be, and we appreciate their willingness to

serve and their contributions to the betterment of Watertown.

Finally, to each resident of the City known as the Town of Watertown, both residential and commercial, the President and members of your Town Council thank you for the opportunity to continue to serve you.

Respectfully Submitted,

Valerie Papas  
Clerk of the Council



# Town Manager

## *A Message to the Residents of Watertown*

On behalf of the Town of Watertown, it is a privilege to provide the following Annual Report. We invite the citizens of Watertown to peruse this report and the individual departmental messages within. We hope that you find its contents both informative and interesting. This report covers the years 1992, 1993, and 1994. It is the intention of this administration to return to the practice of publishing the report on an annual basis.

The years 1992, 1993 and 1994 have been filled with tremendous excitement as well as considerable turbulence. The long anticipated dream of a permanent Senior Center in Watertown was realized, as was the long awaited advent of curbside recycling. An unprecedented turnover in Department heads coupled with uncertainty about the Town's true financial picture made this an exceedingly challenging period in Watertown's history.

### **Watertown Senior Center**

In 1992, after many years of dreaming of a permanent space for its senior programs and services, the Town was awarded a Small Cities Grant in the amount of \$498,364 from the Commonwealth of Massachusetts Economic Office for Community Development for the construction of a new permanent Senior Center. The Town provided an additional 25 percent in money and services to complete the financing for the project.

In 1993, representatives of the Council on Aging and the Senior Center Advisory Committee toured Senior Centers in other communities in an effort to determine how they wanted the Town's Senior Center to be built. Working with the architect, the Planning Department and the Council on Aging, Director Caryl Fox was charged with transforming their dreams into reality.

On January 23, 1994, the Town hosted an open house for its residents to view this sunny, modern building which is located adjacent to the Phillips School. The Town's residents also had the opportunity to view the new handicapped accessible Watertown Senior Shuttle Bus, which was purchased with "bonus funds" received from the EOCD Small Cities Grant.

We believe that the citizens of Watertown are very pleased and proud of this building and its Senior Programs and services. The Council on Aging office has moved from the Town Hall and is now located at the Senior Center, enabling our Seniors to access services and programs at one location.

A heartfelt thanks is extended to all those who helped in the planning, construction, and opening of this beautiful and permanent Senior Center.

### **Curbside Recycling**

Another of the Town's long awaited dreams became reality with the coming of curbside recycling to Watertown in 1994. After many years of attempting to bring this service to its residents, and being thwarted in those efforts by prohibitive costs, a decision was made to explore the possibility of soliciting bids for trash services with another community.

Several meetings were held with the Town of Belmont and a cooperative Request For Proposal (RFP) was developed. The basic premise was to maximize both Towns' purchasing power while securing the optimal level of services at the lowest cost. The results of this RFP were dramatic with both communities achieving their desired goal. As a result of this joint effort, the Town of Belmont reduced their trash/recycling costs while the Town of Watertown added curbside recycling at a fraction of previous bid attempts.

The curbside recycling program began in October of 1994 and consists of the pick up of glass, newspaper, several metals and plastics. Another benefit of this joint effort was the addition of eight annual yard waste pick up days. This signaled the end of the much maligned "Buck A Bag" program.

The success of this cooperative RFP with our neighbor, the Town of Belmont, has resulted in further discussions seeking additional opportunities for delivering improved municipal services in a regional cooperative manner.

### **New Management Team**

Beginning with the resignation of Town Manager Joseph Painter in February of 1993, the Town witnessed a tremendous turnover in Management personnel. Subsequent to the Manager's resignation, the Town Council requested that I serve as acting Town Manager. For the remainder of 1993 and throughout 1994, high priority was placed on filling managerial vacancies and thereby restoring a sense of stability to Town Hall as well as creating a cohesive new "team" to better serve the needs of the people of Watertown.

The resignation of Town Attorney Roger Randall in January 1993 and Assistant Attorney Jane Johnson in March of 1993 prompted the search for a new Town Attorney. With two vacancies and the urgent need for experienced legal services, the Town opted to appoint Leonard Kopelman and his firm, Kopelman & Paige, as the Town's Attorney. The remaining member of the Town's in-house legal department, Assistant Town Attorney John Gannon, joined Kopelman & Paige and helped provide a smooth transition to the Town's new approach to legal services.

In March 1993, the Town's Personnel Director, Clayton Carlisle resigned and was replaced on a temporary basis by Louis Andrews (former Personnel Director for the



Town). Mr. Andrews assisted in the recruiting of several Department Heads and provided assistance in Collective Bargaining matters.

In April of 1993, Public Works Superintendent John McMahon resigned to take the Superintendent's job in Framingham, Massachusetts and Deputy Superintendent Gerald S. Mee, Jr. was named acting Superintendent and was subsequently appointed permanently to the position.

In May of 1993, Town Clerk David Akillian tendered his resignation and was replaced by Frederick L. Pugliese. Mr. Pugliese assumed the additional responsibilities of Personnel Director in January of 1994.

In August of 1993, the Town Council appointed me as the Town's fourth Town Manager. Also in August 1993, Assessor James Doherty resigned to pursue a career in the private sector and was replaced by Joseph DiVito, Jr.

In September 1993, Edward O'Leary was appointed as Skating Rink Director, replacing former Director Edward Peduto, who had resigned in January of 1993 to accept a similar post in California.

In February 1994, the Town Council appointed Thomas J. Tracy as Town Auditor to replace Joseph P. O'Reilly, Jr. who had resigned to pursue a job in the private sector.

In April of 1994, after serving Watertown for over 34 years, Police Chief Robert M. Kelly announced his intention to retire. Captain Robert Kelland was appointed temporary Acting Police Chief and will serve until the selection of a new permanent Chief. Also in April 1994, Martin J. Walsh was appointed Town Treasurer/Collector. The appointment of Mr. Walsh along with the previous appointment of a new Assessor and Auditor completed the hiring process for the Town's principal financial officers. Throughout the search process for a new Treasurer/Collector, Ms. Barbara White served admirably as temporary Treasurer/Collector.

Lastly, in December of 1994, long time Health Director Joseph DiVico retired and the search for his successor commenced.

Although these last two years were marked by tremendous upheaval, the end result was the development of one cohesive unit committed to working together as a team to better serve the citizens of Watertown.

#### **Auditing and Town Finances**

The uncertainty of the Town's true financial status as well as the Town Council's displeasure with the independent Auditor's ability to provide timely outside audits prompted a change in the Town's outside auditing firm. After a thorough review and analysis of the Fiscal Year 1993 Audit Proposals, the firm of Melanson, Greenwood & Co. P.C., was selected to perform the Town's FY 1993 Audit. Upon completion of the audit, Melanson & Greenwood reported both good news and bad news to the Town Council. The good news was that

the Town had gained control of its accounting systems. The bad news was that the Town was saddled with a \$2.4 million fund balance deficit.

As a result of the Town Council's concern with untimely audits, an ordinance was passed mandating annual audits and the independent audit firm must be confirmed by the Town Council. Additionally, in response to one of the fiscal year 1993 audit recommendations, an Audit Committee was formed. The five member committee will include the Town Auditor, Council President, School Business Manager, Treasurer/Collector, and the Town Manager. Their responsibilities will be as follows:

- \* select the outside audit firm for recommendation to the Town Council;
- \* review findings and audit reports;
- \* establish corrective actions to resolve audit findings.

Given this \$2.4 million deficit, it was necessary in Fiscal Year 1994 to drastically reduce expenditures in order to come in line with anticipated revenues for the coming fiscal year. Melanson & Greenwood was recommended by the Audit Committee and selected by the Town Council to perform the FY 1994 audit. Their report to the Town Council showed the Town's fund balance deficit had been dramatically reduced from \$2.4 million to \$900,000 as of June 30, 1994. This was a result of revenues coming in over what was anticipated and expenditures coming in lower than budget. In July of 1994, the Town saw major increases in both the Retired Municipal Teachers Health Insurance and Contributory Retirement line items. A review of these expenditures is ongoing and will continue to be closely monitored.

Our goal has been to eliminate this \$900,000 deficit during the coming fiscal year while continuing to address the Town's infrastructure needs and continuing to provide the level of Services that the people of Watertown expect and deserve.

#### **Community and Economic Development**

A Blue Ribbon Panel on Economic Development was established in 1992 as a component of The Five Point Plan for Business Revitalization in Watertown, which was developed by the Town Council Sub-Committee on Economic Development and Planning. The goals and objectives of this nine member panel were as follows:

- Identify the economic needs of the community with specific reference to employment, tax base and property revitalization, as well as the types of businesses to attract to Watertown satisfy those needs;
- Complete an inventory of all available commercial and industrial space currently in Watertown;



- Develop an outreach and marketing strategy including incentives to promote Watertown and target industries which will satisfy the specific needs of the community;

- Make business revitalization and economic development a priority of the Watertown community for the purpose of expanding and enhancing the tax base and creating job opportunities.

Since the completion and implementation of the Blue Ribbon Panel on Economic Development Report, the following successes have been realized regarding the economic health of the community:

- 3,000 more jobs in Watertown
- Unemployment rate decreased from 5.2% to 4.1%
- 17 new companies located to Watertown, 10 existing expanded
- Over 500,000 square feet of vacant space occupied
- Over \$200,000 in new tax revenue generated.

#### Operation of Town Departments

The Department of Public Works under the direction of Superintendent Mee has focused on redirecting their energies toward a specialized operation by eliminating divisional barriers and consolidating them into one diversified unit. Additionally, new Street and Sidewalk Permit Procedures have been implemented and new Utility Cut Regulations adopted by the Town Council.

Both the Police and Fire Departments are now operating with fewer personnel due to the previously mentioned fiscal problems. However, the Fire Department has been provided with funding to operate all three Fire Stations and continuous Fire/Rescue Ambulance service. In 1994, funds were restored in the Police Department's operating budget for replacement of aging Police cruisers. This practice must continue because the short, useful life of Police cruisers precludes the use of capital monies.

Funding was included in 1994 for additional Recreational supplies and equipment as well as improvements to the Skating Arena. Furthermore, on August 1994, the Town rededicated the Watertown Municipal Skating Arena in memory of the late John A. Ryan. As a Selectman, Mr. Ryan's dream was to provide the youth of Watertown with an Arena they could call home. Today, the John A. Ryan Skating Arena is one of the finest Municipal Arenas in the Commonwealth.

Beginning in Fiscal Year 1994, the Town reached agreement with BeaverBrook Child Guidance Center, whereby all of the educational, social, and counseling services offered by the Multi-Service Center would be

performed under the auspices of BeaverBrook at the same North Beacon Street location. Five Board of Directors of the Multi-Service Center became members of BeaverBrook's Board of Directors. Additionally, all of the Multi-Service Center employees were offered employment with BeaverBrook, which provided a smooth transition to the Town's new approach to offering these services. The Watertown Food Pantry and Emergency Assistance Program were transferred from the Multi-Service Center to the Council on Aging's Office at the New Senior Center.

Watertown continues to be a community that cares deeply about education. During the past three years, the School Department has continued to progress in the numerous areas outlined in the Watertown Public Schools Strategic Plan. With the absence of a comprehensive way of examining school success, an Indicators of Success Study Group was formed in the Spring of 1992. This group recommended to the School Committee variables to be utilized in analyzing the progress and success of the public schools. The Indicators of Success Report is a comprehensive report that is presented in the fall of each year for the previous school year.

The School Committee established the Educational Facilities Planning Committee in October of 1992. The committee was requested to analyze, understand and address the growing enrollments and facilities issues. In March of 1993, they submitted an interim report detailing options and estimated costs and also recommended a Professional Feasibility Study be done to develop the best long range solutions. During 1994, this Feasibility Study was conducted and submitted by Strekalovsky and Hoit, Inc. to the School Committee for their consideration.

#### Initiatives and Capital Improvements

The Town's new legal counsel, Kopelman and Paige, conducted a planning and zoning law seminar for all members of the Board of Appeals and Planning Board. The seminar was well received by all Board members and included discussions on zoning changes, special permits, and variances. A "Labor and Employment Seminar" was also presented by Kopelman and Paige's Labor Attorneys to all department heads. This one day seminar provided the new management team with a primer on Municipal Labor Law and related issues.

The Town Council voted to establish the "Watertown Commission on Disability." The provisions of Section 8J of Chapter 40 of the Massachusetts General Laws allowed the Town to create this Commission "to cause the full integration and participation of people with Disabilities." This vote allowed for the expansion and extension of the work of the Watertown Committee on Disabilities, who



have provided yeoman service to the entire community. The new Commission shall:

- research local concerns experienced by people with disabilities and their families
- advise/assist municipal officials and employees in ensuring compliance with state and federal laws affecting people with disabilities;
- coordinate/carry out programs designed to meet the needs of people with disabilities and their families;
- assist with the development of policies, procedures, and services affecting people with disabilities and their families;
- provide information, referrals, guidance, and technical assistance in all matters pertaining to disability;
- help coordinate activities of other local groups organized for similar purposes.

The Town Council also voted to establish a permanent Bicycle Committee. This nine member Committee will advocate for bicycling as a transportation alternative while promoting its recreational and health benefits. The Committee will work with Town Officials to:

- provide education to both bicyclists and motorists to promote safety;
- increase the availability and safety of recreational bikeways in the Town;
- evaluate and improve existing bicycle parking and create new facilities where appropriate;
- include accommodations for bicycling in road resurfacing and other construction projects
- develop a long range master plan designating priority routes for bicycling.

The Town dedicated a plaque in memory of the late John J. "Jack" Sheehan, long time Town Auditor. The ceremony was very well attended by community members as well as members of the Sheehan Family. The new plaque is located in the foyer of the Administration Building and reads "John J. "Jack" Sheehan, Watertown Town Auditor, 1957 - 1984, No Man Could Have More Love For His Town".

In November of 1994, the School Committee requested Town Council's approval of a loan order appropriating \$982,000 for engineering and architectural services for plans and specifications for the purposes of meeting the Americans with Disabilities Act code requirements and for expanding and renovating Watertown School Buildings. These plans and specifications are related to the Feasibility Study commissioned to provide long term solutions to growing enrollments and school facilities issues.

In December of 1994, we requested Town Council's



*Town Manager Michael J. Driscoll and Mrs Barbara T. Sheehan with Jack Sheehan's memorial plaque*

approval of a loan order appropriating \$2,927,000 for Parks and Recreation Renovations, Public Safety Equipment, Public Works Equipment, Administration Building Renovations and Americans with Disabilities Act Compliance.

These two loan orders are indicative of the recommitment to the Town's infrastructure needs. We will also continue our efforts to provide the level of services the citizens of Watertown expect and deserve.

In closing, I would like to take this opportunity to express my sincere appreciation to the Honorable Town Council, Department Heads, Employees, Boards, Commissions and most importantly, the Citizens of Watertown, for their support in making Watertown a better place to live and work.



# Board of Assessors

## 1992

In the year 1992, the Assessing Department continued to proceed forward towards its stated mission of providing equitable assessment for all taxpayers in the Town of Watertown. To this end, the assessing staff continued to verify sales and update assessments based on property improvements completed during the previous year. Additionally, the department continued to computerize assessment functions and office functions.

The exemption workshop, an annual community service, was held once again in September. Joan Bertrand and Cleo Poravas assisted the many taxpayers in completing their applications and reviewing supporting documentation.

Once again, the Town Council approved an increase in the dollar amount for each statutory exemption as follows (these increases were maintained in 1993 and 1994):

MGL Chapter 59, Section 60

Clause 22 Veterans	\$201.25
22A Veterans	402.50
22B Veterans	805.00
22C Veterans	1,006.25
22D Veterans	201.25
22E Veterans	603.75
Clause 17D Widows, Aged Persons & Minor Children	201.25
Clause 37A Blind	575.00
Clause 41C Elderly	575.00

As always, the recipients of these exemptions have been very appreciative of the Town's support.

## 1993

The year 1993 was a time of change for the Assessing

Department. In April, part-time assessors Richard Goulet and Albert Disessa left and the department welcomed newcomers Elizabeth Dromey and Joseph B. Darby to the Board of Assessors. In June, the assessing department learned that the Assistant Assessor position held by Janet Vaglica had been eliminated effective July 1st due to budget constraints. Additionally, in August, Town Assessor James Doherty left the town's employ to accept a position in the private sector. Finally, in November Joseph DiVito, Jr. was hired as the town's new full time assessor.

Many thanks to Diane K. Ryan, Joan Bertrand and Cleo Poravas for all their hard work in enabling the office to operate smoothly during this period. Their efforts included several well attended exemption workshops, processing of exemption applications, and assistance in the timely issuance of tax bills.

## 1994

1994 was a revaluation year and Patriot Properties Inc. was selected as the consultant to assist the Assessors in completing the revaluation program. In conjunction with the revaluation, a public relations campaign was initiated which included the distribution of the following brochures: For the Property Owner Who Wants to Know and Understanding Your Assessment. Additionally, the assessing department stepped up efforts to inform taxpayers of the availability of tax exemptions, an effort which included press releases, workshops, and a presentation at the Senior Center by the Town Assessor.

Computerization of office functions continued with the acquisition of an in-house motor vehicle/boat excise system. The new system completely integrates the Assessors' functions with the Collectors', allowing the Assessors to process abatements, commitments, monthly reports and automatically updating the Collectors system with the latest information. This process means better service for the taxpayers of Watertown.

Fiscal Year	1992	1993	1994
<b>Tax Rates:</b>			
Residential	\$12.85	\$13.30	\$13.64
Commercial	20.80	21.50	22.08
Industrial	20.80	21.50	22.08
Personal Property	20.80	21.50	22.08
<b>Residential Exemption</b>	255.71	262.01	271.44
<b>Valuations:</b>			
Residential	1,709,677,133	1,706,803,742	1,707,235,867
Commercial	258,640,777	257,510,068	260,226,343
Industrial	194,333,340	186,354,449	191,554,640
Personal Property	32,242,278	31,832,835	31,978,249



## Town Treasurer/Collector

This three year report on the Treasurer, Collector, and Parking Clerk Office covers the Fiscal years 92 - 94, i.e. 1 July 1991 to 30 June 1994. Schedules of Selected Financial Information, Major Categories of Receipts, and Debt Principal and Interest are shown.

In this three year period bond principal payments were \$1,875,000 and long term interest payments were \$983,504. These amounts total the fourth through sixth payments on the Fiscal Year 1988 Bond Issue.

<u>FY</u>	<u>Principal</u>	<u>Interest</u>
92	\$790,000	\$371,958
93	590,000	323,768
94	495,000	287,778

During FY94 these loans were paid off:

<u>Issue Date</u>	<u>Purpose</u>	<u>Original Amt.</u>
Feb. 1988	Sewer const.	\$800,000
Feb. 1988	Fire Equipment	490,000

The delinquent Motor Vehicle Excise collections received:

<u>FY</u>	<u>Amount</u>
92	\$53,956
93	125,312
94	168,331

The increase was due primarily to the new system of "marking" at the Registry of Motor Vehicles. With this system individuals cannot renew their licenses or registrations until all unpaid Motor Vehicle Taxes and Parking Tickets have been paid. This amount will eventually decrease and remain fairly constant as the backlog of unpaid items are paid.

Watertown continues to have a high rate of Real Estate Tax Collections. The rate of collection prior to 30 June of each year was:

<u>FY</u>	<u>% Collected</u>
92	98.0
93	98.3
94	98.2

As of 30 June the following current taxes and user charges were unpaid:

<u>Category</u>	<u>FY92</u>	<u>FY93</u>	<u>FY94</u>
Real Estate	\$683,747	\$469,644	\$499,583
Personal Property	32,824	15,795	21,914
Motor Vehicle	176,620	208,879	162,408
Boat	1,936	1,705	6,159
Water	174,708	214,920	254,598
Sewer	295,400	430,614	528,876

### Principal and Interest Payments

<u>Ann. Date</u>	<u>Bonded Amount</u>	<u>Purpose</u>	<u>Balance 7/1/91</u>	<u>Principal Payment</u>	<u>Interest Payment</u>	<u>Balance 6/30/94</u>
Feb. 88	3,175,000	New Fire Station	2,695,000	480,000	499,950	2,215,000
Feb. 88	900,000	Renovate Fire Substation	630,000	270,000	99,900	360,000
Feb. 88	1,475,000	School	1,032,500	442,500	163,725	590,000
Feb. 88	675,000	Recreational	540,000	135,000	94,839	405,000
Feb. 88	430,000	Library Addition	355,000	75,000	64,980	280,000
Feb. 88	140,000	Data Processing Equipment	98,000	42,000	15,540	56,000
Feb. 88	135,000	Police Dispatch Equipment	94,500	40,500	14,985	54,000
Feb. 88	800,000	Sewer Construction	200,000	200,000	12,200	0
Feb. 88	490,000	Fire Dept. Equipment	190,000	190,000	17,385	0
TOTALS			5,835,000	1,875,000	983,504	3,960,000
Recap by Function						
		School	1,032,500	442,500	163,725	590,000
		Protective Services	3,609,500	980,500	632,220	2,629,000
		Library	355,000	75,000	64,980	280,000
		Sewer	200,000	200,000	12,200	0
		Other	638,000	177,000	110,379	461,000
TOTALS			5,835,000	1,875,000	983,504	3,960,000



# SELECTED FINANCIAL INFORMATION

	FY92	FY93	FY94
<b>DEBT BALANCE (7/1)</b>	\$5,835,000	\$5,045,000	\$4,455,000
<b>FUNDS</b>			
Beginning Balance (1 JULY)	561,467	1,026,721	(81,410)
Funds Received	67,857,764	73,923,812	81,353,242
Funds Paid Out	(67,392,510)	(75,031,943)	(78,973,770)
Ending Balance (30 June)	<u>1,026,721</u>	<u>(81,410)</u>	<u>2,298,062</u>
<b>CASH MANAGEMENT</b>			
Interest Earned	220,319	72,035	75,954
Interest Paid	<u>0</u>	<u>0</u>	<u>0</u>
Net Earnings (Cost)	220,319	72,035	75,954
<b>OTHER INTEREST INCOME</b>			
Tax Title	26,200	34,552	93,688
Late Payments	<u>47,586</u>	<u>36,410</u>	<u>48,758</u>
TOTAL	73,786	70,962	142,446
Total Interest Income	294,105	142,997	218,400
Total Interest Expense	<u>0</u>	<u>0</u>	<u>0</u>
Net Interest Earnings (Cost)	<u>294,105</u>	<u>142,997</u>	<u>218,400</u>
<b>TAX TITLES</b>			
Balance (1 July)	317,228	455,193	885,904
Takings	60,635	192,205	64,447
Subsequent Taxes	204,316	360,957	344,572
Redemptions	<u>(126,986)</u>	<u>(122,451)</u>	<u>(377,023)</u>
Ending Balance (30 June)	<u>\$455,193</u>	<u>\$885,904</u>	<u>\$917,900</u>

## MAJOR CATEGORIES OF RECEIPTS (Excludes funds wired directly to bank)

Real Estate Taxes	29,068,928	30,098,748	31,118,048
Personal Property Taxes	654,409	674,990	690,620
Water Charges	1,969,636	2,186,085	2,580,517
Sewer Charges	3,163,776	3,941,620	4,781,343
Water Liens	72,274	107,905	95,821
Sewer Liens	134,311	170,243	199,726
Excise Taxes	1,668,434	1,792,113	1,831,492
Lien Statements	19,454	34,104	34,103
Taxes paid in advance	275,643	146,807	131,216
Registry Clearing Fees		15,320	29,560
Parking Meters	176,101	178,484	197,456
Parking Fines	408,239	387,159	345,757
Penalty Interest & Costs	210,970	218,443	304,138



## Town Auditor

During Fiscal Years 1991, 1992, and 1993, the Town's actual expenditures and other uses exceeded revenue and other sources within the General Fund. The resulting operating deficits within the General Fund were as follows:

FY 1991	(\$1,224,932)
FY 1992	(\$1,393,644)
FY 1993	<u>(\$ 947,326)</u>
TOTAL	(3,565,902)

The cumulative three year operating deficits of (\$3,565,902), coupled with required prior year adjustments of (\$403,899) can be offset by a positive FY 1991 beginning fund balance of \$2,110,882. The result is that the Town's General Fund beginning fund balance for FY 1994 was (\$1,858,919).

FY 1994 was the first year in four that the Town's General Fund operations ended with an operating surplus. During FY 1994, the Town's revenue and other sources exceeded expenditures and other uses. The operating surplus within the General Fund was:

FY 1994	\$1,908,277
---------	-------------

There was also a required prior year adjustment of (\$222,757). These two amounts, along with the beginning fund balance deficit of (\$1,858,919), results in an ending fund balance deficit for FY 1994 of (\$173,399).

The following pages disclose financial statements not just for the General Fund but for all of the Town's Funds for FY 1991 through 1994. There is a further breakdown by department of FY 1994 expenditures. This type of report will be included in subsequent annual reports.

The independent audit firm of Melanson, Greenwood and Co. was hired to perform the annual audit for Fiscal Years 1993 and 1994. They reported to the Town Council regarding the FY 1993 Audit in August of 1994, and the FY 1994 Audit in January of 1995.

Sharon Gallagher was hired as Assistant Auditor June 17, 1993. Thomas Tracy was hired as Town Auditor February 28, 1994, replacing Joseph O'Reilly, who had been Town Auditor for over nine years. Accounts Payable Clerk Catherine Costa was moved from the Data Processing Department into the Town Auditor's Office on July 1, 1994. The remainder of the Auditor's Office staff is Mary Cardinal and Diane Jones.

**TOWN OF WATERTOWN**  
**COMBINED STATEMENT OF REVENUES,**  
**EXPENDITURES AND CHANGES IN FUND**  
**BALANCE FOR THE GENERAL FUND**

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
<b>REVENUES</b>								
PROPERTY TAXES	\$30,006,693	62.29%	\$29,586,179	63.76%	\$31,141,842	63.34%	\$31,865,251	61.29%
MOTOR VEHICLE EXCISE	\$1,729,198	3.59%	\$1,618,466	3.49%	\$1,766,108	3.59%	\$1,806,569	3.47%
CHARGES FOR SERVICES	\$4,405,173	9.14%	\$5,142,932	11.08%	\$6,084,564	12.37%	\$7,613,627	14.64%
INTERGOVERNMENTAL	\$9,895,423	20.54%	\$8,036,571	17.32%	\$8,081,408	16.44%	\$8,649,144	16.64%
LICENSES AND PERMITS		0.00%		0.00%	\$117,024	0.24%	\$160,082	0.31%
DEPARTMENTAL	\$1,826,602	3.79%	\$1,401,826	3.02%	\$1,095,145	2.23%	\$1,154,080	2.22%
FINES AND FORFEITURES		0.00%		0.00%	\$652,734	1.33%	\$557,768	1.07%
INTEREST EARNINGS	\$287,453	0.60%	\$403,474	0.87%	\$72,035	0.15%	\$75,954	0.15%
MISCELLANEOUS	\$22,610	0.05%	\$212,242	0.46%	\$157,369	0.32%	\$109,925	0.21%
<b>TOTAL REVENUES</b>	<b>\$48,173,152</b>	<b>100.00%</b>	<b>\$46,401,690</b>	<b>100.00%</b>	<b>\$49,168,229</b>	<b>100.00%</b>	<b>\$51,992,400</b>	<b>100.00%</b>
<b>EXPENDITURES</b>								
GENERAL GOVERNMENT	\$2,275,428	4.58%	\$2,337,291	4.71%	\$2,179,737	4.30%	\$2,023,848	3.98%
PUBLIC SAFETY	\$7,848,700	15.78%	\$8,003,226	16.13%	\$7,894,299	15.56%	\$7,994,847	15.72%
EDUCATION	\$16,077,441	32.33%	\$15,876,316	32.00%	\$16,531,427	32.59%	\$16,555,573	32.56%
PUBLIC WORKS	\$5,349,144	10.76%	\$5,567,994	11.22%	\$5,524,120	10.89%	\$5,601,909	11.02%
HEALTH & HUMAN SERVICES	\$589,897	1.19%	\$554,746	1.12%	\$543,674	1.07%	\$358,783	0.71%
RECREATION	\$351,546	0.71%	\$380,507	0.77%	\$388,162	0.77%	\$354,046	0.70%
LIBRARIES	\$1,103,751	2.22%	\$1,042,835	2.10%	\$1,017,156	2.00%	\$970,534	1.91%
PENSION	\$4,837,413	9.73%	\$4,721,872	9.52%	\$4,573,345	9.01%	\$4,700,534	9.24%
DEBT SERVICE	\$1,215,476	2.44%	\$1,161,958	2.34%	\$916,326	1.81%	\$783,938	1.54%
INTERGOVERNMENTAL	\$6,218,941	12.51%	\$6,180,397	12.46%	\$6,976,446	13.75%	\$7,181,173	14.12%
MISCELLANEOUS	\$3,855,016	7.75%	\$3,789,366	7.64%	\$4,188,153	8.26%	\$4,322,721	8.50%
<b>TOTAL EXPENDITURES</b>	<b>\$49,722,753</b>	<b>100.00%</b>	<b>\$49,616,508</b>	<b>100.00%</b>	<b>\$50,732,845</b>	<b>100.00%</b>	<b>\$50,847,906</b>	<b>100.00%</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>(\$1,549,601)</b>		<b>(\$3,214,818)</b>		<b>(\$1,564,616)</b>		<b>\$1,144,494</b>	
<b>OTHER FINANCING SOURCES (USES)</b>								
OPERATING TRANSFERS IN	\$518,169		\$2,418,500		\$617,290		\$763,783	
OPERATING TRANSFERS (OUT)	(\$193,500)		(\$597,326)		\$0		\$0	
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<b>\$324,669</b>		<b>\$1,821,174</b>		<b>\$617,290</b>		<b>\$763,783</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	<b>(\$1,224,932)</b>		<b>(\$1,393,644)</b>		<b>(\$947,326)</b>		<b>\$1,908,277</b>	
<b>FUND BALANCE BEGINNING OF FISCAL YEAR PRIOR YEAR ADJUSTMENTS</b>	<b>\$2,110,882</b>		<b>\$885,950</b>		<b>(\$797,694)</b>		<b>(\$1,858,919)</b>	
			<b>(\$290,000)</b>		<b>(\$113,899)</b>		<b>(\$222,757)</b>	
<b>FUND BALANCE END OF FISCAL YEAR</b>	<b>\$885,950</b>		<b>(\$797,694)</b>		<b>(\$1,858,919)</b>		<b>(\$173,399)</b>	



TOWN OF WATERTOWN  
GENERAL FUND EXPENDITURES  
FOR FISCAL YEAR 1994

DEPARTMENT	PERSONAL SERVICES	PURCHASE OF SERVICES	SUPPLIES	OTHER CHARGES & EXPENSES	CAPITAL OUTLAY	DEBT SERVICE	TOTAL EXPENDITURES
TOWN COUNCIL	\$44,292.00	\$2,893.00	\$1,676.00	\$7,639.00			\$56,500.00
TOWN MANAGER	\$114,395.00	\$43,113.00	\$2,773.00	\$3,027.00			\$163,308.00
TOWN AUDITOR	\$110,997.00	\$56,961.00	\$1,267.00	\$530.00			\$169,755.00
PURCHASING AGENT	\$60,200.00	\$57,979.00	\$6,143.00	\$430.00			\$124,752.00
ASSESSORS	\$110,394.00	\$7,215.00	\$5,898.00	\$2,368.00			\$125,875.00
TREASURER	\$142,794.00	\$40,500.00	\$18,148.00	\$2,451.00			\$203,893.00
TOWN ATTORNEY		\$229,324.00		\$1,453.00			\$230,777.00
PERSONNEL	\$44,651.00	\$4,597.00	\$1,507.00	\$1,507.00			\$52,262.00
DATA PROCESSING	\$71,156.00	\$95,785.00	\$6,214.00				\$173,155.00
TOWN CLERK	\$85,843.00	\$399.00	\$777.00	\$712.00			\$87,731.00
ELECTIONS	\$50,395.00	\$4,024.00	\$12,800.00	\$117.00			\$67,336.00
COMM. DEVELOPMENT & PLANNING	\$310,004.00	\$4,646.00	\$4,330.00	\$6,062.00			\$325,042.00
TOWN HALL MAINTENANCE	\$25,246.00	\$101,049.00	\$3,847.00				\$130,142.00
BUILDING INSURANCE				\$5,600.00			\$5,600.00
POLICE	\$3,608,769.00	\$118,289.00	\$51,978.00	\$24,960.00			\$3,803,996.00
FIRE	\$3,974,334.00	\$161,718.00	\$45,876.00	\$3,878.00			\$4,185,806.00
CIVIL DEFENSE	\$3,506.00	\$310.00		\$354.00			\$5,046.00
DPW-FORESTRY	\$62,006.00		\$748.00				\$62,754.00
DPW-ADMINISTRATION	\$84,261.00	\$3,727.00	\$4,416.00	\$10,081.00			\$102,485.00
DPW-HIGHWAY CONSTR./MAINT.	\$227,800.00	\$61,145.00	\$10,438.00				\$299,383.00
DPW-SNOW/ICE CONTROL	\$123,989.00	\$398,861.00	\$293,575.00				\$816,425.00
DPW-STREET LIGHTING		\$354,765.00					\$354,765.00
DPW-STREET CLEANING		\$13,129.00					\$13,129.00
DPW-WASTE COLLECTION/DISPOSAL	\$30,056.00	\$2,335,392.00			\$128,686.00		\$2,365,448.00
DPW-SEWER	\$117,059.00	\$65,351.00	\$21,934.00		\$17,052.00		\$333,030.00
DPW-WATER	\$331,165.00	\$13,535.00	\$99,939.00				\$461,691.00
DPW-CEMETERY	\$85,484.00	\$79,753.00	\$2,002.00				\$167,239.00
DPW-OTHER	\$233,412.00	\$88,236.00	\$69,306.00				\$390,954.00
HEALTH	\$146,027.00	\$21,392.00	\$1,865.00				\$171,983.00
COUNCIL ON AGING	\$80,062.00	\$26,983.00	\$2,354.00	\$2,699.00			\$112,546.00
VETERANS' SERVICES	\$6,379.00	\$50.00	\$148.00	\$65,669.00			\$72,246.00
MULTI-SERVICE CENTER	\$1,909.00			\$100.00			\$2,009.00
LIBRARY	\$720,909.00	\$91,648.00	\$152,434.00	\$5,543.00			\$970,534.00
RECREATION	\$119,858.00	\$3,342.00	\$3,405.00	\$3,385.00			\$129,990.00
DPW-PARKS	\$82,727.00	\$143,807.00	\$8,074.00				\$234,608.00
RETIREMENT OF DEBT PRINCIPAL						\$495,000.00	\$495,000.00
INTEREST LONG TERM DEBT						\$287,778.00	\$287,778.00
INTEREST SHORT TERM DEBT						\$1,160.00	\$1,160.00
CONTRIBUTORY RETIREMENT	\$4,379,376.00						\$4,379,376.00
NON-CONTRIBUTORY RETIREMENT	\$288,135.00						\$288,135.00
WORKER'S COMPENSATION	\$481,024.00						\$481,024.00
UNEMPLOYMENT	\$32,251.00						\$32,251.00
HEALTH INSURANCE	\$3,600,985.00						\$3,600,985.00
LIFE INSURANCE	\$69,149.00						\$69,149.00
MEDICARE TAX	\$110,022.00						\$110,022.00
COURT JUDGEMENTS				\$44,212.00			\$44,212.00
PARKING LOTS	\$64,687.00	\$44,856.00		\$3,708.00	\$72.00		\$113,323.00
MWRA ASSESSMENT				\$4,737,216.00			\$4,737,216.00
JOHN A. RYAN S (ATING RINK	\$118,540.00	\$74,065.00	\$14,601.00	\$411.00	\$16,439.00		\$224,056.00
MISCELLANEOUS		\$12,494.00					\$12,494.00
EDUCATION	\$13,312,657.00	\$2,204,073.00	\$929,492.00	\$94,331.00	\$15,020.00		\$16,555,573.00
STATE ASSESSMENTS				\$2,443,957.00			\$2,443,957.00
TOTALS	\$33,666,905.00	\$6,965,406.00	\$1,778,841.00	\$7,475,547.00	\$177,269.00	\$783,938.00	\$50,847,906.00

TOWN OF WATERTOWN  
BALANCE SHEET  
FOR THE GENERAL FUND  
AS OF JUNE 30

ASSETS

CASH AND CASH EQUIVALENTS

RECEIVABLES:

PROPERTY TAXES AND EXCISES

DUE FROM OTHER GOVERNMENTS

CHARGES FOR SERVICES

DUE FROM OTHER FUNDS

OTHER

TOTAL ASSETS

LIABILITIES AND FUND EQUITY

LIABILITIES:

WARRANTS PAYABLE

DEFERRED REVENUES

ACCRUED EXPENDITURES

PREPAID TAXES

OTHER LIABILITIES

TOTAL LIABILITIES

FUND EQUITY

RESERVED FOR EXPENDITURES

RESERVED FOR ENCUMBRANCES

DESIGNATED

UNDESIGNATED

TOTAL FUND EQUITY

TOTAL LIABILITIES AND FUND EQUITY

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
	\$2,301,889	58.54%	\$570,086	13.94%	(\$239,531)	-11.45%	\$1,460,002	35.73%
	\$1,217,808	30.97%	\$1,690,672	41.34%	\$1,549,267	74.09%	\$1,778,866	43.53%
	\$412,729	10.50%	\$635,512	15.54%	\$781,394	37.37%	\$847,538	20.74%
	\$1,052,481	25.73%	\$141,311	3.45%				
	\$3,932,426	100.00%	\$4,090,062	100.00%	\$2,091,130	100.00%	\$4,086,406	100.00%
	\$519,981	17.07%	\$1,666,946	34.10%	\$883,428	22.36%	\$1,324,715	31.10%
	\$1,880,786	61.74%	\$2,498,499	51.12%	\$2,153,105	54.51%	\$2,461,681	57.79%
	\$645,709	21.20%	\$722,311	14.78%	\$317,842	8.05%	\$265,203	6.23%
	\$3,046,476	100.00%	\$4,887,756	100.00%	\$146,807	3.72%	\$131,216	3.08%
					\$448,867	11.36%	\$76,990	1.81%
					\$3,950,049	100.00%	\$4,259,805	100.00%
	\$267,215	30.16%	\$200,000	-25.07%	\$78,400	-4.22%	\$707,422	-407.97%
	\$972,262	109.74%	\$806,048	-101.05%	\$465,658	-25.05%	(\$642,781)	370.69%
	(\$353,527)	-39.90%	(\$1,803,742)	226.12%	(\$642,781)	34.58%	(\$238,040)	137.28%
	\$885,950	100.00%	(\$797,694)	100.00%	(\$1,760,196)	94.69%	(\$173,399)	100.00%
	\$3,932,426		\$4,090,062		\$2,091,130		\$4,086,406	



TOWN OF WATERTOWN  
COMBINED STATEMENT OF REVENUES,  
EXPENDITURES AND CHANGES IN FUND  
BALANCE FOR THE SPECIAL REVENUE FUND

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
<b>REVENUES</b>								
CHARGES FOR SERVICES	\$805,190	37.43%	\$789,810	32.10%	\$1,217,355	42.14%	\$1,468,748	38.36%
INTERGOVERNMENTAL			\$326,121	13.25%	\$1,308,416	45.29%	\$1,682,322	43.94%
INTEREST AND PENALTIES	\$1,346,216	62.57%	\$1,344,773	54.65%	\$363,234	12.57%	\$677,349	17.69%
OTHER REVENUES	\$2,151,406	100.00%	\$2,460,704	100.00%	\$2,889,005	100.00%	\$3,828,419	100.00%
<b>EXPENDITURES</b>								
PUBLIC SAFETY			\$4,062	0.22%				
PUBLIC WORKS			\$6,952	0.38%			\$795,978	24.43%
HEALTH AND HUMAN SERVICES								
RECREATION			\$111,573	6.09%				
EDUCATION	\$1,179,185	74.19%	\$1,449,311	79.16%	\$1,325,747	69.63%	\$2,097,259	64.36%
LIBRARY	\$410,289	25.81%	\$20,520	1.12%	\$578,221	30.37%	\$365,421	11.21%
MISCELLANEOUS	\$1,589,474	100.00%	\$1,830,843	100.00%	\$1,903,968	100.00%	\$3,258,658	100.00%
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	\$561,932		\$629,861		\$985,037		\$569,761	
<b>OTHER FINANCING SOURCES (USES)</b>								
OPERATING TRANSFERS IN	\$0		\$0		\$155,161		\$0	
OPERATING TRANSFERS (OUT)	(\$680,306)		(\$698,000)		(\$828,290)		(\$663,783)	
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	(\$680,306)		(\$698,000)		(\$673,129)		(\$663,783)	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES</b>	(\$118,374)		(\$68,139)		\$311,908		(\$94,022)	
<b>FUND BALANCE BEGINNING OF FISCAL YEAR PRIOR YEAR ADJUSTMENTS</b>	\$1,021,902		\$903,528		\$835,389		\$1,147,297	
<b>FUND BALANCE END OF FISCAL YEAR</b>	\$903,528		\$835,389		\$1,147,297		\$1,053,275	

TOWN OF WATERTOWN  
BALANCE SHEET  
FOR THE SPECIAL REVENUE FUND  
AS OF JUNE 30

**ASSETS**

CASH AND CASH EQUIVALENTS

RECEIVABLES:  
DUE FROM OTHER GOVERNMENTS

TOTAL ASSETS

**LIABILITIES AND FUND EQUITY**

**LIABILITIES:**

ACCOUNTS PAYABLE  
DUE TO OTHER FUNDS  
OTHER LIABILITIES

TOTAL LIABILITIES

**FUND EQUITY:**

UNDESIGNATED

TOTAL FUND EQUITY

TOTAL LIABILITIES AND FUND EQUITY

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
CASH AND CASH EQUIVALENTS	\$921,165	100.00%	\$942,406	100.00%	\$956,647	83.38%	\$1,053,275	100.00%
RECEIVABLES: DUE FROM OTHER GOVERNMENTS					\$190,650	16.62%		
TOTAL ASSETS	\$921,165	100.00%	\$942,406	100.00%	\$1,147,297	100.00%	\$1,053,275	100.00%
LIABILITIES AND FUND EQUITY								
LIABILITIES:								
ACCOUNTS PAYABLE	\$15,680	88.90%	\$74,690	69.79%				
DUE TO OTHER FUNDS			\$32,327	30.21%				
OTHER LIABILITIES	\$1,957	11.10%						
TOTAL LIABILITIES	\$17,637	100.00%	\$107,017	100.00%	\$0	0.00%	\$0	0.00%
FUND EQUITY:								
UNDESIGNATED	\$903,528	100.00%	\$835,389	100.00%	\$1,147,297	100.00%	\$1,053,275	100.00%
TOTAL FUND EQUITY	\$903,528	100.00%	\$835,389	100.00%	\$1,147,297	100.00%	\$1,053,275	100.00%
TOTAL LIABILITIES AND FUND EQUITY	\$921,165		\$942,406		\$1,147,297		\$1,053,275	



TOWN OF WATERTOWN  
COMBINED STATEMENT OF REVENUES,  
EXPENDITURES AND CHANGES IN FUND  
BALANCE FOR THE CAPITAL PROJECTS FUND

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
REVENUES								
INTERGOVERNMENTAL	\$168,457	45.75%	\$484,678	87.63%				
INTEREST AND PENALTIES	\$199,749	54.25%	\$35,178	6.36%	\$32,433	100.00%	\$6,313	100.00%
OTHER REVENUES			\$33,259	6.01%	\$32,433	100.00%	\$6,313	100.00%
TOTAL REVENUES	\$368,206	100.00%	\$553,115	100.00%	\$32,433	100.00%	\$6,313	100.00%
EXPENDITURES								
CAPITAL OUTLAY	\$3,563,492	100.00%	\$2,528,949	100.00%	\$564,951	100.00%	\$780,954	100.00%
TOTAL EXPENDITURES	\$3,563,492	100.00%	\$2,528,949	100.00%	\$564,951	100.00%	\$780,954	100.00%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$3,195,286)		(\$1,975,834)		(\$532,518)		(\$774,641)	
OTHER FINANCING SOURCES (USES)								
OPERATING TRANSFERS IN	\$679,500		\$375,000		\$393,000		\$0	
OPERATING TRANSFERS (OUT)	\$0		(\$272,339)		\$0		\$0	
TOTAL OTHER FINANCING SOURCES (USES)	\$679,500		\$102,661		\$393,000		\$0	
EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES	(\$2,515,786)		(\$1,873,173)		(\$139,518)		(\$774,641)	
FUND BALANCE BEGINNING OF FISCAL YEAR	\$5,302,967		\$2,787,181		\$914,008		\$888,389	
PRIOR YEAR ADJUSTMENTS					\$113,899		\$2	
FUND BALANCE END OF FISCAL YEAR	\$2,787,181		\$914,008		\$888,389		\$113,750	

TOWN OF WATERTOWN  
BALANCE SHEET  
FOR THE CAPITAL PROJECTS FUND  
AS OF JUNE 30

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
<b>ASSETS</b>								
CASH AND CASH EQUIVALENTS	\$2,437,791	87.46%	\$981,194	66.94%	\$884,448	92.62%	\$113,750	100.00%
<b>RECEIVABLES:</b>								
DUE FROM OTHER GOVERNMENTS	\$349,390	12.54%	\$484,678	33.06%	\$70,479	7.38%		
<b>TOTAL ASSETS</b>	<u>\$2,787,181</u>	<u>100.00%</u>	<u>\$1,465,872</u>	<u>100.00%</u>	<u>\$954,927</u>	<u>100.00%</u>	<u>\$113,750</u>	<u>100.00%</u>
<b>LIABILITIES AND FUND EQUITY</b>								
<b>LIABILITIES:</b>								
ACCOUNTS PAYABLE			\$551,864	100.00%	\$66,538	100.00%		
ANTICIPATION NOTES PAYABLE								
<b>TOTAL LIABILITIES</b>	<u>\$0</u>	<u>0.00%</u>	<u>\$551,864</u>	<u>100.00%</u>	<u>\$66,538</u>	<u>100.00%</u>	<u>\$0</u>	<u>0.00%</u>
<b>FUND EQUITY:</b>								
UNDESIGNATED	\$2,787,181	100.00%	\$914,008	100.00%	\$888,389	100.00%	\$113,750	100.00%
<b>TOTAL FUND EQUITY</b>	<u>\$2,787,181</u>	<u>100.00%</u>	<u>\$914,008</u>	<u>100.00%</u>	<u>\$888,389</u>	<u>100.00%</u>	<u>\$113,750</u>	<u>100.00%</u>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<u>\$2,787,181</u>		<u>\$1,465,872</u>		<u>\$954,927</u>		<u>\$113,750</u>	



TOWN OF WATERTOWN  
COMBINED STATEMENT OF REVENUES,  
EXPENDITURES AND CHANGES IN FUND  
BALANCE FOR TRUST AND AGENCY FUNDS

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
REVENUES								
INTEREST AND PENALTIES	\$89,809	51.63%	\$61,146	44.43%	\$179,106	100.00%	\$25,903	16.38%
OTHER REVENUES	\$84,133	48.37%	\$76,465	55.57%			\$132,208	83.62%
TOTAL REVENUES	\$173,942	100.00%	\$137,611	100.00%	\$179,106	100.00%	\$158,111	100.00%
EXPENDITURES								
MISCELLANEOUS	\$43,455	100.00%	\$52,133	100.00%	\$56,485	100.00%	\$87,247	100.00%
TOTAL EXPENDITURES	\$43,455	100.00%	\$52,133	100.00%	\$56,485	100.00%	\$87,247	100.00%
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$130,487		\$85,478		\$122,621		\$70,864	
OTHER FINANCING SOURCES (USES)								
OPERATING TRANSFERS IN	\$7,500		\$222,326		\$0		\$0	
OPERATING TRANSFERS (OUT)	(\$331,363)		(\$1,448,161)		(\$337,161)		(\$100,000)	
TOTAL OTHER FINANCING SOURCES (USES)	(\$323,863)		(\$1,225,835)		(\$337,161)		(\$100,000)	
EXCESS (DEFICIENCY) OF REVENUES AND OTHER SOURCES OVER EXPENDITURES AND OTHER USES	(\$193,376)		(\$1,140,357)		(\$214,540)		(\$29,136)	
FUND BALANCE BEGINNING OF FISCAL YEAR	\$1,972,132		\$1,778,756		\$928,399		\$713,859	
PRIOR YEAR ADJUSTMENTS			\$290,000				(\$371,051)	
FUND BALANCE END OF FISCAL YEAR	\$1,778,756		\$928,399		\$713,859		\$313,672	

**TOWN OF WATERTOWN**  
**BALANCE SHEET**  
**FOR TRUST AND AGENCY FUNDS**  
**AS OF JUNE 30**

	FISCAL YEAR 1991	%	FISCAL YEAR 1992	%	FISCAL YEAR 1993	%	FISCAL YEAR 1994	%
<b>ASSETS</b>								
CASH AND CASH EQUIVALENTS	\$1,435,777	28.85%	\$1,639,272	28.39%	\$534,448	9.93%	\$873,584	18.21%
INVESTMENTS	\$348,125	7.00%	\$328,125	5.68%	\$188,125	3.49%	\$117,200	2.44%
RECEIVABLES:								
PROPERTY & RIGHTS HELD UNDER DEF. COMP. PLAN	\$3,192,000	64.15%	\$3,807,342	65.93%	\$4,660,643	86.58%	\$3,807,342	79.35%
<b>TOTAL ASSETS</b>	<b>\$4,975,902</b>	<b>100.00%</b>	<b>\$5,774,739</b>	<b>100.00%</b>	<b>\$5,383,216</b>	<b>100.00%</b>	<b>\$4,798,126</b>	<b>100.00%</b>
<b>LIABILITIES AND FUND EQUITY</b>								
<b>LIABILITIES:</b>								
ACCOUNTS PAYABLE	\$888	0.03%	\$8,405	0.17%				
OTHER LIABILITIES	\$4,258	0.13%						
DUE TO OTHER FUNDS			\$1,020,154	21.05%	\$8,714	0.19%	\$45,293	1.18%
OBLIGATIONS TO EMPLOYEES/DEF. COMP. PLAN	\$3,192,000	99.84%	\$3,817,781	78.78%	\$4,660,643	99.81%	\$3,807,342	98.82%
<b>TOTAL LIABILITIES</b>	<b>\$3,197,146</b>	<b>100.00%</b>	<b>\$4,846,340</b>	<b>100.00%</b>	<b>\$4,669,357</b>	<b>100.00%</b>	<b>\$3,852,635</b>	<b>100.00%</b>
<b>FUND EQUITY:</b>								
RESERVED FOR ENDOWMENTS	\$1,778,756	100.00%	\$928,399	100.00%	\$713,859	100.00%	\$631,819	66.82%
UNDESIGNATED	\$1,778,756	100.00%	\$928,399	100.00%	\$713,859	100.00%	\$313,672	33.18%
<b>TOTAL FUND EQUITY</b>	<b>\$1,778,756</b>	<b>100.00%</b>	<b>\$928,399</b>	<b>100.00%</b>	<b>\$713,859</b>	<b>100.00%</b>	<b>\$945,491</b>	<b>100.00%</b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>\$4,975,902</b>		<b>\$5,774,739</b>		<b>\$5,383,216</b>		<b>\$4,798,126</b>	



## Assistant to the Town Manager/Personnel Office

The primary responsibilities of this office are to manage the personnel activities for all departments, and assist the Town Manager in other areas of government. On November 10, 1992 the Town Council passed overwhelmingly a Resolution to accept the Early Retirement Incentive to be granted to certain Town Employees who are eligible under the limitations imposed by the Town Manager. As a result, on December 27, 1992, the Town had 32 town workers who accepted the retirement plan.

On February 23, 1993, the Town Council appointed Michael J. Driscoll Acting Town Manager; he was permanently appointed Town Manager on August 24, 1993. Mr. Driscoll had been the Treasurer/Collector for the Town since 1985, and Manager of the Watertown Skating Rink from 1977 to 1985. Mr. Louis P. Andrews was appointed temporary Personnel Director on March 29, 1993. Mr. Joseph A. DiVito Jr. came on board as a new Assessor on November 22, 1993. Mr. Frederick L. Pugliese was appointed Town Clerk and Chief Election Officer on July 8, 1993. During this same period of time, the Personnel Office also assisted with the hiring of nine Firefighters, two Police Officers, two Dispatchers, three Motor Equipment Operators, five Clerical Employees and one Assistant Auditor.

The department has focused increased efforts on safety, training, monitoring of sick and injured leave usage and unemployment claims. We have implemented a rigorous pre-employment screening and physical examination program in an effort to secure the best possible candidates for positions with the Town.

This office also manages the 761 parking meters for the municipal parking lots in Watertown and Coolidge Squares. The Town's Parking Meter Program, initiated in 1987 and 1988, has helped improve the parking situation in our two main commercial districts.

In FY 1994, this office would continue to directly administer labor bargaining for five collective bargaining units, grievance investigation and resolution, Civil Service management for Public Safety positions, and Official Service with the Commonwealth's Department of Personnel Administration, as well as to locally administer the Labor Service program, which provides many entry-level employment opportunities for area residents.

Thanks to Mrs. Cecilia Lentine for her exemplary work and dedication to the Town of Watertown in serving all employees as well as the many residents of Watertown who stopped in or called us for assistance.

## Town Clerk and Elections

The Town Clerk and Election Office serves as a direct link between the citizenry and its Town government. The Town Clerk's office, by statute, is responsible for the issuance of vital statistics, maintenance of Town records, the insurance of compliance with the Commonwealth's Open Meeting Law and it also serves as a repository for all rules, regulations, ordinances and bylaws promulgated by the Town Council and other town departments.

The Town Clerk's office was first established in 1634, the first year records were kept, and continues today to provide accurate documentation on events and happenings of the City known as the Town of Watertown. The Town Clerk's office provides a number of consumer services, such as the issuance of dog licenses, the sale of various Division of Fisheries and Wildlife licenses, the recordation of Uniform Commercial Code statements, notary public services and the office also serves as a distribution center for various Town brochures and surveys. The Staff in the office also serve as "unofficial ombudsman" to provide general information regarding various municipal services to the public. The Town Clerk's office also serves as a liaison between the Town and the Federal and State governments.

The Election Commission, directed under Massachusetts General Laws by the four member board of election commissioners, has a number of responsibilities mandated by Massachusetts General Laws Chapters 50 through 56. The Commission, as charged, is to ensure fair and impartial elections in the Town of Watertown. Responsibilities include: coordination of the annual census, generation of voting lists and jury lists, implementation of the National Voter Registration Act through the establishment of the Central Voter Registry, maintenance of the town's residency database and compliance with the Commonwealth's Campaign Finance reporting procedures.

The Election Commission conducted the following voting exercises during the period 1992-1994.

<u>DATE</u>	<u>TYPE OF ELECTION</u>
March 10, 1992	Presidential Primary
September 15, 1992	State Primary
November 3, 1992	Presidential and State Election
September 14, 1993	Town of Watertown Preliminary Election
November 2, 1993	Town of Watertown General Election
September 20, 1994	State Primary
October 1, 1994	State Primary Recount
November 8, 1994	State General Election



In September of 1994, the administrative and clerical support functions of the Watertown License Commission was transferred from the Town Manager's Office to the Town Clerk's Office. The License Commission promulgates rules and regulations specific to Watertown to ensure the life, safety, and health of the citizenry and town visitors. The License Commission issues a myriad of licenses and permits that range from amusement devices, to gasoline, to liquor licenses. All of the licenses issued are renewable yearly.

The License Commission also works closely with five town departments, the Alcohol Beverage Control Commission and the State Fire Marshall's Office in the licensing process.

<u>Vital Statistics</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
Births	367	371	406
Death records	345	328	339
Marriage Intentions	319	337	323
Marriages recorded	309	328	317
Affidavits of Correction of birth, deaths and marriages recorded	5	8	1

Dog Licenses	444	463	419
--------------	-----	-----	-----

<u>Licenses</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
Seven Day All Alcoholic Common Victualer (Restaurants)	17	17	17

Seven Day Wine/Malt Common Victualer (Restaurants)	3	3	3
--	---	---	---

Six Day All Alcoholic Common Victualer (Restaurants)	9	9	9
--	---	---	---

Six Day Wine/Malt Common Victualer	2	2	2
Clubs	11	11	11
Auto Dealer Class 1	10	10	10
Auto Dealer Class 11	14	14	14
Auto Dealer Class 111	2	2	2
Package Good Store All Alcoholic	7	7	7
Package Good Store Wine/Malt	7	7	7
24-Hours opening	4	4	4
Sale of Food at Retail	4	4	4
Lodging House	1	1	1
Entertainment	12	12	12
Music Box	14	14	14
Automatic Amusement Device	18	18	18

## Data Processing

The Data Processing Department supports the Administration's computer information systems and assists in the implementation of new technologies. Located in Town Hall, the department maintains the IBM AS/400 midrange computer that processes the financial system, accounts payables, purchasing, payroll, water and sewer billing, and census/voter registration, with terminals and personal computers throughout Town offices. Other administrative systems, such as appraisal, real estate tax billing and motor vehicle billing, have vendor or service bureau support, while the School Department oversees the instructional technology and academic processing needs of the schools.

From 1992 through 1994, marginal improvements in the form of software enhancements and hardware upgrades

<u>Town Clerk Revenue</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
Total Fees Collected	\$21,830.11	\$50,994.97	\$172,888.59*
Paid to the Commonwealth	(\$13,564.00)	(\$16,267.75)	(\$9,880.25)
Net Revenue to The Town	\$8,266.11	\$34,727.22	\$163,008.34
* July 1, 1994 License Commission function transferred to the Town Clerk's Office.			



were gained. Software modifications and procedural controls were implemented to improve the output of midrange applications, as well as to increase user confidence in the processing environment. For desktop computing, some personal computers and printers were upgraded; however, many were still processing at the PC technology base of 1989.

In October of 1994 the Town Council formed the Town Government Working Group on Computer Technology with the mandate to recommend computer technologies that would improve the productivity of employees and the delivery of Town services. Given the fragmented structure of the current system, the aging of the computers, and the availability of vastly improved technologies, the Working Group set out to create a plan of action. The short-term plan would involve the implementation of an integrated financial management system, and the long-term plan would entail a geographical information system, information kiosks, and on-line services. Planning, analysis, and implementation would continue through 1995.

## Town Attorney

In April 1993, the Acting Town Manager, with the unanimous consent of the Town Council, appointed the law firm of Kopelman and Paige, P.C. as Town Attorney in lieu of the in-house legal staff. At that time, the three person Town Attorney's office was functioning with two vacancies, and as a result, legal representation of the Town's interests suffered and a backlog of outstanding cases and claims against the Town mounted. The choice of outside counsel by a firm of thirty attorneys who specialize in representing the legal interests of municipalities was intended not only to upgrade the quality of legal services available to the Town, but also to bring the spiraling cost of such services under control.

As Town Attorney, our first priority was to address the large backlog of cases pending in the various courts and administrative agencies of the Commonwealth. Since the Town is self-insured, litigation which might otherwise be handled by counsel appointed by an insurance company remains under the control of the Town Attorney. These cases involved numerous claims against the Town for personal injury, wrongful death, damage to private property, alleged civil rights and employment related claims, as well as numerous challenges under the Town's zoning ordinances. During the first eighteen months of our tenure, we were successful in significantly reducing this backlog with favorable dispositions or equitable settlement acceptable to the Town.

Our second priority was in the area of labor law. In the

absence of a full-time Personnel Director, we provided advice to the Town Manager and Department Heads on various issues of employment law which arise on a daily basis. We also represented the Town before the Civil Service Commission, the Massachusetts Commission Against Discrimination, as well as in the courts. We provided the services of an experienced negotiator to serve as an active member of the Town's management team involved in the negotiation of new three-year collective bargaining agreements with the Town's five labor unions.

During calendar years 1993-1994, the Town began planning for major construction projects to renovate and expand several school buildings and the Town Administration Building so as to bring them into compliance with current code requirements and with the new accessibility standards of the Americans With Disabilities Act. Our firm advised the Town on contracting issues through the feasibility study and design phases for these major construction projects. We also provide contract review and advice in relation to the ongoing procurement of supplies and services to support all Town programs.

During our first eighteen months as Town Attorney there were significant changes in personnel in key positions within the management structure of Town government, including the Town Clerk, Town Auditor, Assessor, Public Works Director, Personnel Director, and Police Chief. As each of these positions was filled, and a new management team evolved, our firm provided not only daily legal advice, but also formal in-house seminars and training in various areas of municipal law to develop greater staff expertise, with a view to reducing reliance on the Town Attorney for the daily administration of Town programs. Specifically, we conducted a land use seminar addressing issues of planning and zoning for the Planning Board and Board of Appeals and a labor and employment law seminar for department heads. We also provide Town officials with our Memoranda to Municipal Clients which summarize and explain a wide variety of legal topics and issues which face municipal officials on a daily basis. Several of these memoranda are published each month throughout the year and are provided to Town officials at no charge. We believe such efforts to enhance the expertise of the Town's management and employees is a significant element in our efforts to protect the Town's legal interests and to help control legal costs.

We extend our appreciation to the Town Council and the Town Manager for their confidence in retaining this firm, and appreciate the cooperation and assistance provided by all Town boards, committees, department heads, and Town personnel. We look forward to working with the members of the Town government in the future.



## Purchasing

The primary function of this Department is to procure all necessary goods and services which are required by Town Departments using sound business judgement. These purchases must conform with all existing Town By-laws and ordinances as well as the Commonwealth's Uniform Procurement Act (Chapter 30 B), Public Works Projects (Chapter 30), and Building Projects (Chapter 149).

The Department continues to be active in the Collective Purchasing Act which was enacted by the Legislature in 1972. Under this Act, any subdivision of a governmental entity may purchase goods and supplies from vendors who have been awarded contracts by the State based on competitive bids. Through this avenue the Town has been able to realize a substantial savings in the procurement of operational goods.

The Town is involved in a consortium with Arlington, Belmont, Brookline, Cambridge, Newton and Waltham. This consortium goes to bid for fuel oil, gasoline, sand, police equipment, fire fighting equipment and various other items. As a result of the large quantities required the member communities are able to purchase the required items at the substantial savings.

Some of the major bids that were opened during the years were the following:

**School Department:** A new heating system for the Middle School, an inter-communication system for Watertown High School, window replacement at the Lowell School and modular class rooms for the Lowell and Cunniff Schools.

**John A. Ryan Arena:** A protective screen system and a new Brine Tank.

**Fire Department:** two new pumper engines.

**Council on Aging:** the New Senior Center at the Phillips School.

The Purchasing Department will continue in its efforts to obtain the best material available at the lowest possible price.

## Health Department

The Health Department staff consists of one full time Director, two full time Sanitarians, one part time consulting Nurse, one part time Public Health Nurse, a Tobacco Control Officer and a part time Animal Control Officer.

The Board of Health consists of three members appointed by the Town Manager for a term of three years.

### Environmental Health

Throughout each year ('92, '93, and '94), food service inspections, housing inspections, swimming pools, tanning inspections and nuisance complaints were attended to routinely. Complaints consisted of trash, pollution, rodent, hazardous waste incident reports, housing code violations, group housing facilities, motels, rooming houses and special assignments.

Requirements of Chapter X of the State Sanitary Code mandates that each food establishment be inspected a minimum of twice a year. Currently the Board of Health issues over 200 Food Service Establishment Permits. The Health Department is aware that in the United States each year more than 20 million illnesses are caused by foodborne infections. This department has continued to monitor restaurants and other food services to minimize the outbreak of foodborne illnesses. Prevention is the key to controlling foodborne illnesses. Prevention requires that food operators have a clear understanding of the sanitary code and what the Health Department is trying to accomplish.

The State Sanitary regulations require semi-annual comprehensive inspections. A great deal of time and energy is required to provide this kind of inspection. These inspections contribute toward a higher level of sanitation in local food establishments. The second most important goal in this matter is constantly improving and obtaining education in sanitation for the managers and food operators. Most of this work is done by the sanitarian at the time of their daily inspections.

Chapter II of the Mass. Sanitary Code requires a sanitarian to inspect complaints within 24 hours. These inspections normally take place as a result of complaints by tenants. Final resolution of these housing matters may require intervention at the District Court level.

### Nursing

Public Health Nursing is a constantly changing role. This role changes because of new laws, mandates, new vaccines, new vaccine recommendations and newly recognized hazards. The nurse is involved in this process and must constantly keep appraised of these changes. Immunization of citizens that are elderly or disabled for the flu shots is done annually. Each year over 2,000 people are immunized.

This Department assists citizens who need help resolving public health/medical issues. The nurse refers citizens/patients to appropriate agencies when required. Problem intervention/prevention plays a major role in the duties of the Nurse in insuring the best possible outcome for Town residents. Investigation and reporting and follow-up of suspected elderly and child abuse cases is done as needed.

Communicable disease reporting to State Department



of Public Health is required for reportable diseases. Immunization of contacts and follow-up of patient until they are disease free is vital for disease control. The Health Department Nurse obtains and distributes vaccines and current information received from the state to Watertown Health Care Providers. Mantoux testing for tuberculosis is done routinely. Lead poisoning in children is an important health problem and the Health Department tests for lead poisoning in children. In 1989 a new law was enacted that requires lead screening of all children who are attending day care or kindergarten. The Health Department has been screening all children whose parents have requested the test.

The Public Health Nurse also attends Continuing Education Seminars and conferences to maintain and update her professional knowledge and skills.

#### Totals for 3 years ('92,'93,'94)

Childhood Lead Screening	40
Tuberculosis Screening	380
Communicable Diseases	296 x 1 year
Blood Pressure Screening	550
Vaccine Distributed to Watertown Health Care Providers	109,500 doses

#### Tobacco Control

The Health Department has received a grant from the Massachusetts Tobacco Control Program to help reduce the incidence and prevalence of tobacco use. This program offers/develops smoking cessation, education and regulatory initiatives aimed at reducing morbidity and mortality from tobacco use. In implementing these initiatives, the Board of Health collaborated with the Watertown Schools, Police Department, Council on Aging, local providers, business community and the Mass. Dept. of Public Health.

#### Mosquito Control

The Board of Health cooperated with the East Middlesex Mosquito Control Commission in planning spraying and other mosquito control initiatives.

#### Rabies Clinic

The Rabies Clinics are held twice a year with local veterinarians participating.

#### Total Permits Issued

	<u>1992</u>	<u>1993</u>	<u>1994</u>
Food Service	117	27	156
Retail Food	58	52	-
Milk & Cream	113	63	141
Frozen Dessert	63	39	83
Caterers	6	6	6
One Day Catering	41	34	27

Mfg. Froz. Desserts	3	-	-
Swimming Pools	9	11	12
Whirlpool	1	1	-
Massage	1	1	1
Tanning	2	-	-
Rubbish Disposal	5	3	3
Mobil Serv	2	3	-
Funeral Directors	18	18	17
Burial Permits	145	95	111
Rabies Clinic	April 89	May 134	May 165
Rabies Clinic	Oct 115		
Lodging House	-	-	2
Non Carb Water	-	1	-

## Council on Aging

The Council on Aging (COA) and Watertown seniors experienced the culmination of years of hard work when the dream of a permanent Senior Center finally came true. Watertown seniors helped with the planning, construction and opening of a new, beautiful and permanent Senior Center. The new Watertown Senior Center opened officially on January 23, 1994.

For many years, Watertown senior activists and Town officials campaigned for a permanent space for its senior programs and services. After three years of being housed in temporary, shared space at the Phillips School gym, the new "home away from home" for Watertown seniors became a sunny, modern building adjacent to the Phillips School. Seniors now have an inviting drop-in lounge and a multipurpose room in which two or more activities can take place at the same time, and a new, fully functional and equipped modern kitchen. The Council on Aging office, which had been based in Town Hall, is now located at the Senior Center, enabling Watertown seniors to access senior services and programs at one location.

#### 1992

The realization of the dream of a permanent Watertown Senior Center was set in motion in 1992, when a Small Cities Grant was submitted to the Commonwealth of Massachusetts, Executive Office of Communities and Development (EOCD) by the Watertown Planning Department. Watertown was awarded this competitive grant in December for \$498,364. The matching funds, 25% in money and services, were contributed by the Town of Watertown. A new outreach worker, Laura Gold, was also hired in 1992. The Council on Aging outreach worker provides advocacy, emotional support, and case management services to Watertown seniors and their families. Our outreach worker is available to see people in their own homes. This provides access to senior





*Ground-breaking ceremony for  
the new Watertown Senior Center*

services for some of our most frail citizens. The outreach worker also helps individuals solve problems caused by acute and/or chronic physical or emotional difficulties, provides accurate information about available resources, and is a consistent source of support.

In 1992 a new service was initiated by the COA called the Fix-It Project. This program enables seniors to purchase non-skilled or semi-skilled home repairs at a reduced rate. Requests range from changing a light bulb to putting up storm windows to removing an air-conditioner. This project was initially funded by a Title III-B grant through West Suburban Elder Services. Funding in subsequent years has been by the Executive Office of Elder Affairs Formula Grant.

Our first Mr. Fix-It is also our shopping bus and Senior Shuttle driver, Bob Ferguson, who was hired in 1992. Bob picks up seniors at locations on the three designated shopping bus routes on Tuesdays and Fridays, and transports them to and from the Watertown Mall. This service enables many seniors to remain independent by taking care of their own banking, grocery, and shopping needs.

The weekly senior bingo group, led by Senior Center Advisory Committee chairperson, Theresa Naples, began in 1992. Theresa also assumed responsibility for planning and coordinating the monthly COA day trips.

#### 1993

Planning for the new Senior Center took priority in 1993. A close collaboration with the Planning Department began with the submission of the EOCD grant, and continued as the process got underway. Local architect Joe Rizza was hired to design the physical space, and representatives of the Council on Aging Board and the Senior Center Advisory Committee toured senior centers in other communities to get an idea of what kind of senior center made sense for Watertown. Director Caryl Leslie Fox helped to transform the suggestions into reality as she

continued to manage the ongoing operations at the Council on Aging office and the temporary Senior Center in the Phillips gym.

The ground-breaking ceremony took place on June 11th, 1993. Town and State officials and many seniors took part in this momentous occasion. An extensive fund-raising campaign for the new building was undertaken by the Friends of the COA with the ongoing Buy-A-Brick program, which has raised more than \$20,000.

As the building took shape, other changes occurred in the department when the COA was assigned administrative oversight for the Watertown Food Pantry (coordinated by Barbara Neel), and for the Emergency Assistance Program. The Pantry, located in St. John's Church on Mt. Auburn St., provides food to Watertown citizens on Tuesday mornings from 10:00 to 11:30, and on Thursday afternoons from 2:00-3:30 p.m. In 1993 the Pantry served almost sixteen hundred individuals.

When the COA's principal clerk, Nancy Smith, decided to take advantage of the early retirement program offered by the State, the COA was fortunate to hire Debbie Dunn. Debbie took over the many secretarial responsibilities involved in this busy department.

As we prepared to open the new Center, Kathleen Wolf, the COA's program coordinator, continued to plan a varied, comprehensive weekly lecture series. Topics in 1993 included memory enhancement, nutrition, osteoporosis, Social Security, estate planning, stress management, and safety awareness. Kathleen also plans and coordinates the many daily activities and special events and helps recruit the many volunteers that help us.

#### 1994

The Open House held on Sunday, January 23rd, attracted a large interested crowd, despite the cold and snowy weather. Town Manager Mike Driscoll, Director of Senior Services Caryl Leslie Fox, COA Board Chairperson Barbara Zenn Rediker, and State Representative Warren Tolman were among the speakers.

Outside the new building on that day sat the brand new handicapped accessible Watertown Senior Shuttle, which was purchased with bonus funds given to Watertown from the EOCD Small Cities Grant. The Senior Shuttle allows the COA to provide seniors with door-to-door transportation to the Senior Center two days a week.

A variety of new classes and activities began during our first year in the new building, including bridge, whist, and yoga, all of which are facilitated by seniors. Health screenings were also expanded to include monthly blood pressure checks as well as dental and hearing tests. The Center joined forces with the Watertown Historical Society and toured several historic sites in the area. The Jolly Elders' knitting group joined us as an activity group meeting regularly at the Senior Center. Classes offered in



1994 included weight-watching, choral group, crafts, bingo, western dancing, art class, cards, exercise class, movies, and a book club. The Center also has coupons, books, and magazines available to take home, and, the coffee pot in the kitchen is always on.

With funding from the EOCD Small Cities Grant, the Phillips School gym was air-conditioned in time for the annual Senior Center Birthday Party and volunteer recognition event in June. This space is now used year-round for exercise classes, line dancing, and parties.

In 1994, the COA initiated a project to supply seniors with affordable leaf-raking, yard work, and snow shoveling services. The COA provides seniors with the names and phone numbers of local adults and students listed with us.

An intergenerational pen-pal program that links a third grade class at the Lowell School with seniors is an ongoing project that began in 1993. In another intergenerational link that began back in 1992, the Tri-High-Y volunteer group at Watertown High School organizes groups of students to rake leaves for needy seniors, and continues to help us serve the luncheon meal at our well-attended parties throughout the year.

The COA staff and volunteers provide information and referral assistance, fielding hundreds of calls a month from seniors and their families about a wide range of questions and concerns. The Senior Center also serves as the site for the Federal quarterly food distribution, for flu shots, and for MBTA Senior discount pass distribution.

All of the activities and services at the Senior Center encourage socialization and peer interaction. Bonds are established and friendships formed, senior to senior, through participation in group events. The COA's goal is to provide prevention and assistance programs that promote independence and keep Watertown citizens a vital part of the community. The new beautiful Senior Center provides a place to link seniors together in the present, and for generations to come.



*The Bingo Group entertains the Lowell School's 3rd grade penpals.*

## Recreation

The function of the Recreation Commission is to provide a year-round recreation program so that every young person in the town will have a place to recreate in safety and to afford every person the opportunity for the best and most satisfying use of their leisure time. The volunteer members of the Commission perform a dedicated community service. These individuals aid the Director in an understanding of his duties, have endorsed his recommendations for restructuring, and have offered wise counsel and advice when warranted.

The Commission is comprised of seven members, four of whom are ex-officio, namely, the Superintendent of the Department of Public Works, the Superintendent of Schools, the Chief of Police, and the Director of Libraries. Three members are appointed by the Town Manager. The structure of the Commission includes: 1) Officers; a) Chairperson, b) Secretary 2) other members.

All employees except the Director and Head Clerk are part-time. Part-time employees are hired to instruct and supervise the various programs during the four seasons of the year. The Assistant Director, Marshall Bradstreet, has brought many new program ideas to the department.

Most of our programs continue from one year to the next, so the programs run by this department will be given a general description under the 1992 section, and only changes from this program will be noted under the sections for the following years.

### 1992

#### *New Initiatives and Expansions*

During the year 1992, the Recreation Department was involved in the continued renovation of Victory Field, as the basketball and tennis courts were repaired. In addition:

- The Girls' Softball League organized in the spring of 1991 was expanded to include high school freshmen
- All Camp Pequossette participants and their parents were invited to a Family Cookout at O'Connell Field at the end of the final camp session - over 400 individuals were present at this affair.
- The Girls Summer Basketball Program tripled in size in this its second year of existence.
- Five young people took part in a new playground instructor training program. These five teens worked with regular playground instructors to not only assist in the program, but also to gain the experience that hopefully will lead them to future positions within the recreation department.
- A Summer Baseball Instruction Camp at Moxley Playground was offered this year.



- An instructional field hockey program was started this fall for middle school age children. This program was conducted in conjunction with the U.S.A. Junior Field Hockey Association.

- During the winter months a Friday Night Open Gym Program was reinstituted for youngsters of middle school age.

### Spring

The department conducted a wide range of programs for the citizens of Watertown in the spring: "T" ball for children in kindergarten and grade 1; ragball for students in grades 2 & 3; ragball and ultimate frisbee for youngsters in grades 4 & 5. Baton classes were held for children between the ages of 3 & 16 at the High School.

Adult programs included golf lessons, tennis lessons, and women's basketball. Special Needs programs consisted of our Saturday Day Camp, Friday Night Social program, and other activities such as bowling, aerobics, basketball, roller skating, softball, track, and Special Olympics. Trips were taken to "Disney on Ice", college basketball games at local schools and to area golf courses.

### Summer

The department supervised the following playgrounds from 9 a.m. to 12 noon and 1 to 4 p.m. from Monday through Friday: the Bemis, Casey Park, Moxley, Sullivan, and Victory Field Playgrounds. Field trips to Riverside Amusement Park, Wal-Lex bowling & roller skating facilities, the movies, M.D.C. swimming pool, Bentley College Athletic Center, Arsenal Park, Charles River Canoe & Kayak Center, McGolf Miniature Golf & Driving Range, Milbury Amusement Center, Water Country in Portsmouth, N.H., Canobie Lake and Whalen Park were offered to those youngsters who participated in our summer program.

Arts/Crafts sessions were held on all playgrounds, as well as practice sessions in baseball, softball, whiffle ball and basketball; also popsicle stick competitions. Tennis instructions for youths aged 7 through 16 were held at the Moxley Field courts.

Swimming classes were held at the MDC pool starting July 7th and ending August 14th. Classes were held from 8:00 to 8:50 a.m. and from 9:00 to 9:50 a.m. with toddler classes from 10 to 10:30 a.m. All classes were completely filled.

Camp Pequossette had a very successful season with an average of 225 attending daily. At the end of each two-week camp session the campers put on a talent show with parents invited to attend. Also the children enjoyed a cookout and field day at Arsenal Park each session. This event was one that all campers look forward to attending. Youngsters were transported to the MDC pool for a cooling swim several times during the week. Special needs

students also enjoyed participating in the camp program. At the end of the season a Family Night cookout was held at O'Connell Field for all youngsters and their parents who had attended camp - this event was very successful. Campers were taken on trips to the following places: The World Trade Center, Canobie Lake, Movies, Swan Boats, Water Country, Long Wharf, and the New England Patriot's training camp.



*At Camp Pequossette, the Mini-Mohegans visited the East Watertown Fire Center with Counselor Diane Smith*

A special thanks to the Watertown School Committee for granting permission to use the Hosmer School facilities for the camp and also the use of the school bus and driver; without their assistance this very successful program would not have been possible.

The boys summer basketball league enjoyed its fourth and most successful year. As stated earlier, the girls program was extremely well received this summer.

Men's summer basketball was held evenings at Casey Park and Saltonstall Park courts with 36 teams participating. This program consisted of over 300 games, which offered enjoyment to both players and spectators.

Permits for over 1900 events that took place on Watertown fields were issued by the Recreation Department. We would like to thank the Department of Public Works for their immediate response to the needs of our citizens by lining and maintaining the fields for all events.

### Fall & Winter

Flag-tag football, soccer, basketball and field hockey were conducted for grades Kindergarten to 5. Biddy basketball was co-sponsored by the Recreation



Department and the Boys & Girls Club. Basketball teams were formed at the Hosmer, Lowell, and Cunniff schools for boys and girls in grades 4 and 5. At the Middle School age level we had six teams in the in-town league for girls, and four teams for the boys in grade 6. Both in-town leagues were run in conjunction with the Watertown Boys and Girls Club. The Sunday League for boys in grades 7 and 8 was also conducted again this year. The boy's travelling teams had the wonderful opportunity to play games in Watertown, Ct. on January 12th, with many families spending the weekend. All youth basketball players participated in a community event of food gathering for the needy families served by the Watertown Food Pantry in February. Baton classes for ages three to six were held on Tuesday evenings at the Watertown High School cafeteria with 37 in attendance each week.

Programs for special needs adults included: Saturday Day Camp, Friday night social programs, floor hockey; aerobics; bowling, basketball, etc.

The Men's Winter Basketball league at the East Jr. and Watertown High School gymnasiums had 17 teams. Adult golf, coed-volleyball, and women's basketball programs also attracted many participants.

Program fees brought into the Revolving Fund amounted to \$116,694.42. This money is used to defray the cost of all adult programs, baton twirling classes, Camp Pequossette, and many other department ventures.

## 1993

### *New Initiatives and Expansions*

During the year 1993, the Recreation Department was involved in the continued renovation of Victory Field, as the basketball and tennis courts were repaired. The initiatives begun in 1992 were repeated this year, with the addition of a new supervision of the Tennis courts at Victory Field evenings and weekends during the month of



*Members of the Lowell School Track Team are shown with the M. John Moxley track Meet Trophy, June 1994*

July to ensure that only Watertown residents were using the courts.

### *Spring*

All of the programs described under 1992 were continued.

### *Summer*

All of the programs described under 1992 were continued. In 1993, ultimate frisbee was added to the practice sessions. In addition, in 1993 the playground program also participated in the Town's Mid-West Flood Relief effort. Dozens of bags of food, clothing, and cleaning supplies were collected and donated by the park instructors and children.

A treasure hunt was incorporated into a clean-up of Whitney Hill. Some eighty pounds of bottles and cans were collected and brought to the Watertown Recycling Center. The youths and instructors, utilizing camcorders, produced their own commercials about their park. The youths wrote, taped, and edited the pieces which were shown to all participants at Watertown High School.

Camp Pequossette had another very successful season with an average of 225 attending daily. The program followed in 1992 was again carried out, but in 1993 the field trips included: the Museum of Science, Canobie Lake, Movies, Water Country, Long Wharf, and the New England Patriot's training camp.

### *Fall & Winter*

The programs continued as in 1992, without the trip to Watertown, CT. or the Food Pantry Drive. Attendance at Baton classes went up to 45, while in the Men's Winter Basketball league, the number of teams rose from 17 in 1992 to 20 in 1993.

Program fees brought into the Revolving Fund in 1993 amounted to \$116,244.51. This money is used to defray the cost of all adult programs, baton twirling classes, Camp Pequossette, and many other department ventures.

## 1994

### *New Initiatives and Expansions*

During the year 1994, the Recreation Department was involved in the plans to renovate the Arsenal Park tennis and basketball courts, and also in the reconstruction of How Park.

250 people attended the Family Cookout at O'Connell Field at the end of the final Camp Pequossette session.

### *Spring*

All programs run in 1992 and 1993 were continued in the spring of 1994. In addition, a track meet was held at Victory Field in honor of M. John Moxley, Sr. with



trophies awarded. Field trips were taken to "Disney on Ice".

### Summer

The department supervised playgrounds as in 1992 and 1993; In 1994, field trips were offered to Millbury Amusement Park, the movies, M.D.C. swimming pool, Bentley College Athletic Center, Arsenal Park, Charles River Canoe & Kayak Center, Water Country in Portsmouth, N.H., Whalen Park, the New England Patriots pre-season camp in Smithfield, R.I., Canobie Lake, a boat cruise of Boston Harbor, an overnight camping trip to Lake Kiwanne, Hanson, Ma., and Good Times Amusement Center in Somerville were offered to those youngsters who participated in our summer program.

A treasure hunt was held for the second year at Whitney Hill, and the youngsters and instructors spent an afternoon at the Watertown High School watching a VCR movie of their choice.

Camp Pequossette had another very successful season with an average of 200 attending daily. For the fourth year a Family Night cookout was held for all who had attended. This year's field trips included: the Museum of Science, Rogers Zoo, Movies, Water Country, Canobie Lake, and the Patriot's training camp.

The boys summer basketball league enjoyed its sixth year and had a very successful season. The girls program was again extremely well received.

In 1994 over 1800 park permits were issued by the Recreation Department. As in every year, we would like to thank the Department of Public Works for their immediate response to the needs of our citizens by lining and maintaining the fields for all events.

### Fall & Winter

Programs were run as in the previous two years, with only a few changes. In 1994, the indoor sports programs were conducted for children in grades 2 to 5 (rather than K to 5, as had been done). Attendance at Baton classes rose to 68 in attendance each week, and this year the programs for special needs adults added a hayride and a Holiday Party to the usual wide variety of offerings. In addition to the usual program for adults, a men's over-35 basketball program was started.

Program fees brought into the Revolving Fund in 1994 amounted to \$130,375.60. This money is used to defray the cost of all adult programs, baton twirling classes, Camp Pequossette, and many other department ventures.

We would like to thank the Recreation Commission for its assistance and guidance, as well as all the Town Departments, who have worked with us over the past three years to provide a quality recreation program for the citizens of Watertown.

## Library

During the years of 1992, 1993, and 1994 the Watertown Free Public Library was faced with a challenging, sometimes discouraging, often gratifying and always interesting three years. Through it all, the library continued to provide quality services to its patrons. This report will note some of the highlights during these years.

### Renovation

On January 23, 1992, the Main Library reopened to the public after renovations were completed. An open house was held in February so the community could inspect the newly renovated building. The renovation updated the lighting, wiring, provided central air in the 1950's addition and provided a much needed elevator to make the building handicapped accessible.

In order to complete the work the renovation began, the Trustees established a refurnishing fund. One of the first donations to the refurnishing fund was \$1,000 from the Fire Department's Union to purchase furniture for the Young Adult room. Another donation to the Fund came from the Pratt family of Brooklyn, N.Y., progeny of Charles Pratt, for \$10,000 to purchase tiered magazine racks and a newspaper displayer.

### Grants and Fundraising

To augment both municipal and state funding, the library, as in years past, relied upon grants and support from the Friends of the Library. In 1992, the Library was also the fortunate recipient of two Harriet Hosmer statues: Puck and Will o'the Wisp, which were acquired entirely with donations. Also in 1992, Lisa Tieman was awarded a Watertown Arts Lottery Grant to create a stained glass window for the library, which now adorns the staircase window facing Main Street.

The library was awarded an LSCA Title I, Multicultural Grant for \$19,200 from the Massachusetts Board of Library Commissioners. This grant, entitled "Project Transition" was an outreach project to make the library more accessible to the Armenian, Spanish, Italian, Greek and Russian speaking population.

The Business Collection Grant for \$10,000 helped purchase 50 additional print business reference titles (including books, periodicals and government documents) and a subscription to the Newsbank CD-Rom database for access to the Boston Globe and its index so that the library is better able to assist members of the Watertown business community with research. An improved business reference collection enabled the library to become a principal source of information for local companies.

The Self-Help for Library Use Grant for \$19,201 helped the library increase access to library services and



collections to the physically and visually impaired community through adaptive equipment. The special equipment included letter enhanced software for the online catalog, large type printer, voice reader, wheelchair accessible tables, electronic magnifiers and descriptive video service video recordings, all of which enable patrons to use the library more independently.

The Friends held two annual Book Sales and used the proceeds to support professionally performed library programs and the museum pass program.

### Trustees

The Library celebrated its 125th anniversary in 1994. An outdoor concert was held and an open house where proclamations from the State House and Town were received. The Town Council, in recognition of the importance of the Watertown Free Public Library to the community it has served for 125 years, proclaimed the week of January 15 to January 21, 1995 as Library Appreciation week.

Charles T. Burke, Trustee of 54 years, died in 1993 at the age of 91. Mr. Burke was noted for his outstanding contribution to the library over the years and his unfailing commitment to ensuring that the library served the needs of patrons and in particular the youth of the town. In honor of his memory, the Board of Trustees renamed the Young Adult Room the Charles T. Burke Room.

In an attempt to meet the growing needs of the community, as well as determine the most effective and efficient method of delivering services to increasing numbers of users with the same budget or shrinking funding, the library embarked on a long range planning process. The library's five year plan consisted of: a community profile, a description of the library, a mission statement, services roles; multi-year goals and objectives for the facility, collection, staff and services; a needs statement and action plan; and measurement standards and methodology. The committee included staff members, Board of Library Trustees and community representatives. This document was accepted and approved by the Board of Library Trustees and is on file with the Massachusetts Board of Library Commissioners. The plan is reviewed annually by the Board of Library Trustees and staff. A long range plan is now required by the State Library Agency in order to apply for federal and state competitive grants.

### Administration

In December of 1992, Helene Tuchman, Director of the Library for three years, retired. A search for a new Library Director began in 1993. In July, Francis MacFarlane was appointed Director of the library.

In 1993, the library was negatively impacted by the reduction of municipal funding in FY94. Because of this

cut, the Branch libraries hours were reduced from fourteen hours per week to nine hours per week and one staff served both libraries. All temporary part-time employees were laid off. Due to this reduction in funding, the library was in jeopardy of not being in compliance with the Municipal Appropriation Requirements for receipt of direct state aid and certification. Therefore the library, for the first time since Proposition 2 1/2, filed a waiver application, which was approved.

The Library Director, Francis MacFarlane, in becoming familiar with the Massachusetts Board of Library Commissioners and the standards for State Aid discovered that state monies had not reimbursed the library account but had instead gone into the town's general fund. The town immediately transferred funds into the library account resulting in the funding of the Branch hours for twenty-one hours a week in February 1994.

Francis MacFarlane resigned in June. Assistant Director, Maureen Connors, was named Acting Director for the rest of 1994.

### Services

Project Literacy continued to grow and become an integrated part of library services. Project Literacy provided one-on-one tutoring and some small group instruction to adult learners in the Watertown area. During 1992-1994, Project Literacy was awarded an LSCA Title VI grant from the U.S. Department of Education for the amount of \$35,000 each year. These grants continued to support one-on-one tutoring, decreased the waiting period for students, increased the number of tutor trainings and provided an administrative assistant. The program serves 100 new students and supports approximately 75 continuing students.

Upon completion of the library renovations, the literacy collection was moved to the first floor to increase its accessibility. The collection's circulation increased from 47 to 175 per month.

The third and final Annual Telethon on Cable Channel 13 was held in the Spring of 1992, raising more than \$4,000 for Project Literacy. This event was an excellent opportunity for the community to learn more about Project Literacy and for members of Town Council, School Committee and library staff to be involved in the literacy program.

The Adult Services Department held the Adult Book Discussion Group and the Poetry Group throughout these years and attendance remained constant. An exhibit and book discussion series entitled "Encounters in Norumbega: the Hidden Story of New England Maps", conducted by Dr. Alan Taylor, was held at the library in 1992. This series was a project of the New England Foundation for the Humanities, with funding from the National Endowment for the Humanities. Other programs,



including readings by local authors, financial planning seminars, and historical slide shows, were held throughout the years, with an average of twenty attendees.

The Interlibrary loan capability beyond the Minuteman collection increased and the Minuteman Library Network grew to twenty-four public libraries and two academic libraries in 1994.

In order to make our collection more accessible, MLN offered DIAL-UP-ACCESS to the online catalog from patrons' home computers.

The number of reference questions answered by the Adult Services Department also increased. They average approximately 17,000 reference questions per year. The Adult Services Department continued to provide service to Shut-ins and to those in Senior Housing.

The Young Adult Department has used eye-catching displays, developed book lists, and increased the number of visits to the schools for Book Talking to attract young adults to the library. In turn, the number of classes to visit the library for bibliographic instruction and Book Talks increased. A closer link was formed with the English Department which resulted in meetings for teachers being held at the library once a year with the Young Adult librarians to share new books and resources. Class visits have doubled over the past three years as have visits to the library by students and teachers.

The Young Adult room was heavily used by students seeking information to complete assignments and for summer reading. The young adult summer reading clubs over the past three years had 360 participants who read more than 700 books. The number of reference questions answered by the department increased 25% between 1992 and 1994.

The Children's Department continued to serve the younger population to encourage the love of reading and learning as well as familiarity with the library. The Children's Department plans year-round clubs, special storytelling events, film programs and crafts programs, all of which continued to be popular and well attended over these years. These types of programs, which averaged twelve per month with an average attendance of 291 in 1992, increased to average twenty-two programs per month with an average attendance of 460 in 1994. The summer reading programs for readers had 612 participants more than three years and the read-to-me had 275 participants. A combined total of books read over the three years was 18,536.

While the East Branch and the North Branch each offer a complete range of library services for all ages, albeit in very limited hours to their neighborhoods, they also offer a unique quality of programming suited to the interests and needs of their constituencies. One highlight of the North Branch programming was the Garden Club. The large backyard one year had vegetables growing and a

flower garden has been there since. Both are tended by a preschool group and their parents and an older children's group. Two traditions, the Annual Egg Decorating Contest and the yearly May Day Celebration, have been established.

The East Branch has made a special effort to display materials from our Armenian collection and a program, which highlights an area of interest to the Armenian culture, is held annually. The Children's Department held many story hours and weekly class visits were made by students and teachers. Both branches work in conjunction with the Main library on special crafts programs, reading clubs, movies and story hours.

The Technical Services Department has shown great flexibility and ingenuity in handling the many forms of media that the library now lends to the public. Books, periodicals, compact discs, audio tapes and videos all require different handling to identify them and protect them. The volume of media has increased and Technical Services continually processes these materials rapidly and effectively.

The Circulation personnel at the Main Library and Branches handle every item and encounter every person who enters or leaves the building. They face a continually increasing number of patrons and variety of materials that are borrowed and returned each day. They process overdues, register new patrons, answer more than 400 telephone calls weekly - all with accuracy and efficiency. The usage of the Museum Pass Program, which is handled by the Main Circulation Department, increased 7% between 1992 and 1994 and more than 1,200 Watertown families per year have participated in this program.

The Library system circulated 799,145 items from 1992 - 1994.

The custodial staff has worked very hard to keep our aging buildings and equipment in working order and accessible to the public through snow, rain and mechanical failure. In 1992 Head custodian, John Carey retired. William Romeo was appointed Head Custodian in 1993 and retired in 1994.

In closing, a thank you to the Town Manager and the Town Council for recognizing the value of Library services to the community. And finally, our personal thank you to the Staff and Trustees for their commitment to the library and the community.



## Veterans' Services

Through the diligent efforts of this department, the amounts received by veterans and their dependents was increased in each of the years 1992, 1993, 1994. These funds come from the Federal Government for compensation to veterans and for pensions to veterans or their dependents. By applying for and receiving these funds, the amount of money paid out by this Department was kept to a minimum.

During the years of 1992, 1993, and 1994, the case load in the Veteran's Office increased along with an increase in paper work. The increase in the case load was a direct result of the state's economy. The paper work increase was largely due to the aging of the World War II and Korean Conflict veterans. Most of the veterans required assistance in filing for Social Security Benefits, veteran's pensions, and widow's pensions. Others were seeking advice on how to be admitted to the Veterans Administration Hospitals. Admission to a V.A. Hospital in the near future could become a problem for the elderly and the indigent. With the many cuts in the state budget and the increase in the cost of medical coverage, more and more veterans will be seeking admission. This will be even more of a problem if the proposed cuts in Medicare and Medicaid actually take place. There are only so many beds available and it may become necessary to admit only those patients deemed to be in critical condition. This could cause an increase in the case load and the monies spent.

This office utilized state and federal programs and various referral sources. With knowledge of Social Security, Welfare, Medicaid, and other government agencies, this office was in a position to guide veterans and their dependents to the proper offices to obtain the increased and future benefits due them. This has kept our expenses to a minimum with greater benefits to our veterans.

As in the past, this office continues to complete Veterans' Affairs forms and handle telephone calls and correspondence to the Veterans Affairs Office for Watertown residents, to eliminate their trips to Boston for necessary information. These types of services save the applicant both time and money. All of the above has resulted in increased benefits to veterans and their dependents and indirectly, a financial savings for the Town.

The Veteran's Services Department continues to work with the Watertown Veteran Organizations in the planning of Memorial Day Observance. The Town of Watertown Veteran's Service Department is a one-stop center to aid, assist, and advise veterans and their dependents. The Department is proud of the work that we accomplish.

## Skating Arena

### The John A. Ryan Skating Arena

On August 27, 1994, the former Watertown Municipal Skating Arena was rededicated in memory of the late John A. Ryan. As a Town Selectman it was Mr. Ryan's dream to be able to provide the youth of Watertown an arena they could call home. The dedication ceremonies were attended by over one hundred people, who enjoyed an afternoon of skating and a cookout.

The arena has gone through some changes in the past few years, including bleacher renovations, outdoor lighting, a flagpole and a state of the art sound system being installed. Some updates to the refrigeration plant took place in the summer of 1992, with a new coolant tank being installed. Repairs were done to the suspended ceiling, arena glass, and dasher facings.

The arena became a non-smoking facility in August of 1994, and the cooperation of the public has been outstanding. The ventilation systems were upgraded by installing new filters on the intake fans, and remote motors were repaired on the outlet vents. An ice resurfacer monitoring program has been set up to closely analyze the air quality levels inside the building. The Commonwealth has tested the air quality during operation; the arena received above quality passing grades.



*The John A. Ryan Skating Arena Dedication Ceremonies*

The John A. Ryan Skating Arena is considered one of the busiest arenas in the state. It is home ice for the Watertown High and Middle Schools, Newton North and South High Schools, Waltham High, and also Bentley College. During the season the arena will host approximately fifty regular season games. Every March the arena is chosen by the Massachusetts Interscholastic Athletic Association to be a host site for the High School Tournament games. The arena has set records for the



amount of games each year, playing host to over twenty games in a one week period. For their efforts, the arena staff has received "The Distinguished Friend Award", presented by Massachusetts Interscholastic Athletic Association, (M.I.A.A.).

Public Skating attendance is on the rise, averaging over twelve thousand skaters per season. The Group Lessons program has given instruction to over 800 skaters per season, and the morning Stick & Puck sessions has seen almost fourteen hundred players each year. Through the outstanding efforts of the board members and coaches of the Watertown Youth Hockey Association, the youth of this community have a program second to none. The Senior A Men's Hockey League continues to thrive with an eight team league, playing on Sunday and Monday evenings.

A sincere thank you must be extended to the family of James A. Dragone, Watertown High School Class of 1975. In the summer of 1994 the arena was in desperate need of a new scoreboard. Through a generous donation the arena was able to purchase one. December 17, 1994 was chosen to be James A. Dragone Night, and, during the Watertown High hockey game, the new scoreboard was officially dedicated "In Memory of James A. Dragone, W.H.S. 1975". A sign placed directly beneath the board is a lasting tribute to both James and the entire Dragone family.

The staff of the John A. Ryan Skating Arena would like to thank the Fire Department, Rescue Squad, Police Department, the staff at Town Hall, and the Department of Public Works for all of their efforts in making this arena a great facility to skate in.

## Department of Public Works

The Department of Public Works services residents, local businesses and other branches of the Town government. The functions of the Department fall under the broad divisional categories of: Administration, Cemetery, Central Motors, Forestry, Highway, Parks, Property and Buildings, Recycling Center, Sewer, and Water.

### *Administration*

The office staff handles public relations and information, permits, departmental payroll, purchasing, invoicing, accounting, water and sewer billing, commercial trash collection billing, cemetery records, funding issues surrounding all construction contracts, and the interface with state and federal agencies.

Administrative staff also maintains communications with the contractor providing residential trash removal, handles

public relations, data collection and analysis, and reports to State regarding trash collection. The DPW administration published new street and sidewalk regulations in April 1993.

### *Cemetery*

The Cemetery division is responsible for the maintenance of over thirty acres of cemetery at three separate locations, sale of grave plots, preparation of graves, and oversight of funerals at Town cemeteries.

### *Central Motors*

The staff maintains and repairs Town vehicles. In prior years, the majority of repairs were contracted to private vendors. Now the majority of repairs are performed in house by DPW staff, saving the Town time and money.

### *Forestry*

The Forestry divisions handles pruning and maintenance of urban forest and shrubbery on Town property.

### *Highway*

The Highway division is responsible for the maintenance and repair of approximately 72 miles of Town roadway and 144 miles of Town sidewalk, maintenance and repair of paved areas abutting or contained within Town facilities, and review and issuance of relevant permits.

### *Parks*

The Parks division handles all the maintenance needs at 88 acres of Town grounds, parks, and recreational facilities. The division interfaces with all groups using facilities, and accordingly marks playing fields for all baseball, football, field hockey and soccer games played by high school, recreation department, and youth groups.

### *Property and Buildings*

The staff of the Property and Buildings division repairs and maintains Town facilities, including HVAC and lighting systems, signage for elections and Town functions and the complex electrical wiring for the Town wide fire alarm and emergency response systems.

### *Sewer and Water*

More closely related than any of the other divisions, the water and sewer crews handle the maintenance and repair of approximately 80 miles of sewer mains and 80 miles of drains with accompanying service laterals, cleaning of all Town catch basins, plumbing for all Town facilities, and review of relevant permits.

### *Staffing and Personnel*

During the FY92 - FY94 time frame, the Department implemented two major policy changes. First, the



elimination of divisional barriers was implemented to allow for a more efficient use of the work force. Although each employee continues to be assigned formally to a specific work area, all employees now receive training in all phases of the Department's operations, yielding a larger pool of workers able to respond to a given number of situations. The second practice was aimed at the improvement of employee morale by promoting from within the ranks as well as giving employees a role in certain aspects of the decision making process.

John McMahon, Superintendent of Public Works since 1988, resigned in April 1993 to take a position in Framingham. He was succeeded by Gerald S. Mee, Jr., Acting Superintendent and former Deputy Superintendent. John Perino, Water Construction Foreman, served as Acting Foreman in the Highway Division following the retirement of Louis DeFelice.

#### **FY1992 - FY1994 Landmarks**

Computerized billing for commercial refuse collection was initiated with the sale of paper bags and then shifted to a charge for businesses using the Town's residential pick-up contract.

DPW staff repainted the fleet of DPW vehicles and performed extensive fleet repairs. The DPW undertook the refurbishing of many aging town vehicles in an attempt to extend their life expectancy. This proved to be very cost effective and beneficial to the community, instilled pride in the workers, improved morale, and increased overall respect for the fleet.

Large scale equipment purchases allowed for in-house performance of work previously reserved for contractors and for replacement of aging vehicles.

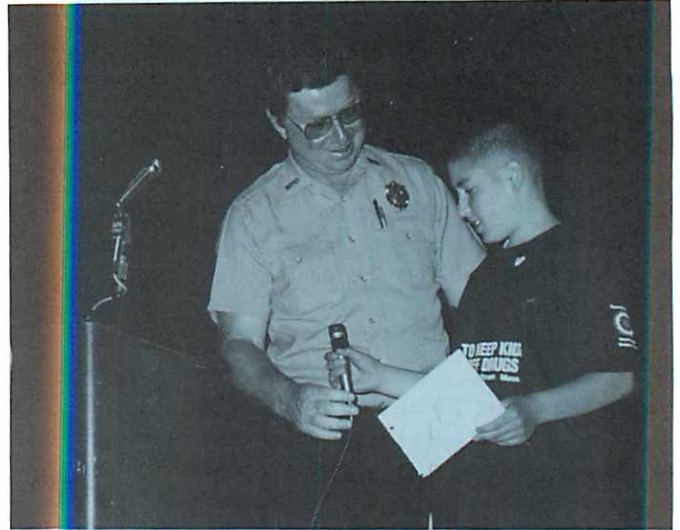
## **Police Department**

#### **Administrative Services**

In 1992 the Watertown Police Department instituted the D.A.R.E. (Drug Abuse Resistance Education) program in the elementary schools. D.A.R.E. is a copyrighted, comprehensive drug and violence prevention education program for children in kindergarten through 12th grade. D.A.R.E. represents a collaborative effort between school and law enforcement personnel.

The D.A.R.E. curriculum is designed to equip Watertown elementary students with the necessary skills to resist substance abuse, violence, and gangs. D.A.R.E. program lessons focus on many objectives for children including enhancing their self-esteem, learning anger management, and building interpersonal and communications skills. In 1994 the department introduced

the D.A.R.E. program into the middle school. This program consists of a 10 lesson plan that emphasizes information and skills to enable students to resist peer pressure and negative influences in making personal choices.



*D.A.R.E. Officer Robert Eldredge presenting certificate at 5th grade D.A.R.E. graduation*

The department initiated the process to implement the new Enhanced 911 emergency phone system including provisions for the deaf and persons with other disabilities.

The upgrade from Basic 911 to Enhanced 911, a process which began early in 1991 for Watertown, is scheduled to be completed by Nov. 1, 1995. With Enhanced 911 each emergency call is immediately routed to the correct local public safety agency based on the telephone number and address of the caller. The Enhanced 911 equipment at the Watertown Public Safety Answering Point displays the callers telephone number and location. This allows the dispatcher to send emergency assistance to persons who are unfamiliar with their location or are unable to convey their location due to illness, accident, or language problems. Enhanced 911 is based on the actual location of a telephone to determine which city or town's Public Safety Answering Point receives the call.

Watertown's previous system, Basic 911, was only able to route 911 calls from Watertown telephone exchanges (923, 924, 926, & 972) to emergency dispatchers. This prevented Watertown residents that had adjoining town telephone exchange numbers from using 911 as an emergency number. These residents had to dial a full 7 digit number. Basic 911 also did not provide any additional information such as the telephone number or location information furnished by Enhanced 911.

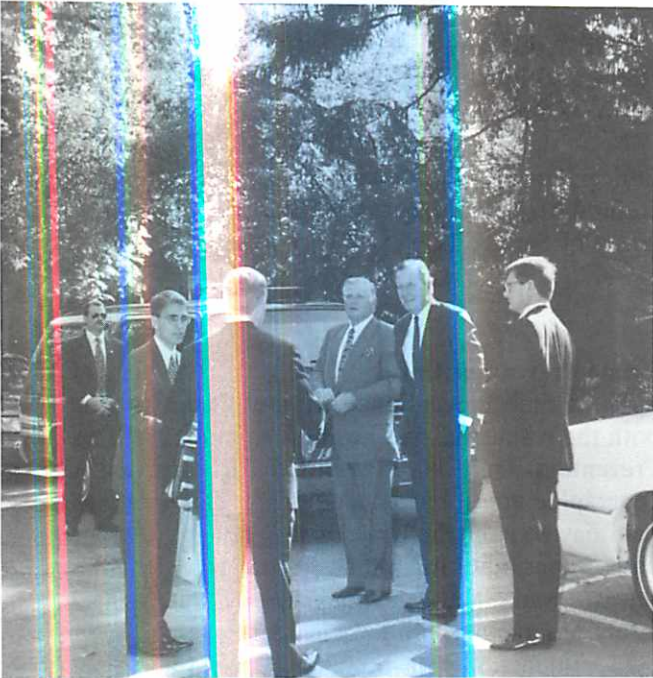
Implementation of Enhanced 911 in Watertown is in conjunction with the ongoing effort of the Massachusetts Statewide Emergency Communications Board. The Board



is tasked with providing Enhanced 911 to all municipalities statewide. The existence of a statewide standard will help maximize the use of public resources while continuing to contribute to better service for the inhabitants of the town and state.

For the first time in three years the police department received new marked police cruisers in late 1994.

In 1994 members of the department provided security to President George Bush who came to the Perkins school to receive an award.



*President Bush at the Perkins School to receive award.*

### Training

During 1992, 1993, and 1994 all members of the Watertown Police Department attended forty hour In-Service Training sessions presented by the Massachusetts Criminal Justice Training Council. The In-Service Training program has a core curriculum consisting of criminal and constitutional law update, crisis intervention, domestic abuse prevention, and C.P.R. Other topics range from accident investigation to suicide prevention.

Various officers attended specialized domestic abuse seminars sponsored by the Middlesex District Attorney's Office and by the State Attorney General. Other specialized training included the completion of the three week Institute for Law Enforcement Management Command Training Program at Babson College by Lieutenants Deveau and Dupuis and Sergeants Rocca and Pugliese. Off. Eldredge attended a two week class and was certified as a DARE Officer. Off. Collins completed the Occupant Protection Usage and Enforcement Instructor Training Program. Off. Physic was certified as

an instructor in the use of OC5 pepper spray (non lethal method to control unruly persons). Off. Physic then trained and qualified the entire department.

All officers maintained their qualification with the 9 millimeter pistols and familiarization with other weapons at Camp Curtis Guild in Wakefield. Night firearms training involving actual street conditions an officer may encounter in a potential deadly force situation were simulated in live fire, low light exercises at the Boston Police Department Range.

Many police officers attended retraining sessions which were conducted by various law enforcement specialists, i.e., the Breathalyzer, child abuse, mobile and fixed data terminals, etc. Several Detectives received additional training in the field of Narcotics, Investigatory Techniques, Finger-printing and Anti-Gang Violence.

### Uniform Division

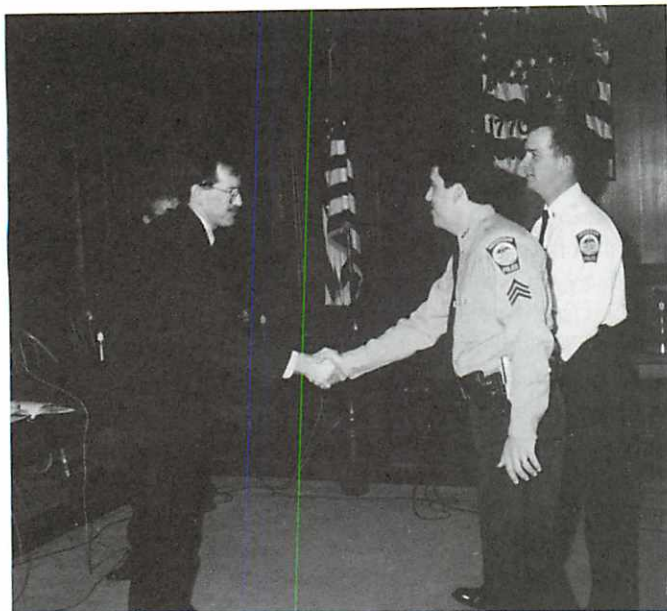
The primary mission of the Patrol Division is to serve Watertown's citizens and to protect their property through enforcement and highly visible deterrent activities. The officers of the Patrol Division represent the Department's first response to all emergencies and most calls for service. During the time period covered by this report officers assigned to the Patrol Division responded to an average of over 19,000 calls for service per year and either initiated or assisted in events and investigations that resulted in an average of over 1200 arrests per year. These statistics do not reflect officer-initiated contacts made by patrol officers while on normal patrol.

Heavy emphasis by the Patrol Division was also placed in the enforcement of traffic regulations in keeping with the goal of moving vehicular traffic safely and effectively on the streets of Watertown. Personnel and equipment were assigned to monitor and enforce traffic rules and orders when necessary in keeping with this goal.

Patrols were adjusted during the course of the year to address increased activity due to holidays, special events, and recreational events at parks and playgrounds. Patrols were increased during peak shopping periods in the business areas of Watertown. This was accomplished by utilizing both foot and motorized patrols.

The Patrol Division has striven to provide efficient and effective service to the needs and expectations of members of our community. The Patrol Division works in concert with other divisions in the Police Department and agencies within the area to accomplish this goal. Computer data is analyzed on a daily basis to assist in the deployment of Police Officers to areas in need of a police presence.





*Town Manager swearing in Sgt. Thomas Rocca and Lt. Raymond Dupuis upon their promotions*

## Personnel

### PROMOTIONS

Edward P. Deveau, Lieutenant	08/13/92
Edward S. Kasabian, Sergeant	11/25/92
Raymond J. Dupuis, Lieutenant	03/18/93
Thomas F. Rocca, Sergeant	03/18/93
Jeffrey Pugliese, Sergeant	08/26/93

### RESIGNATIONS

Officer Robert Knell	02/01/94
----------------------	----------

### RETIREMENTS

Captain Richard J. Kelly	12/27/92
Patrolman John J. Reardon	07/08/92
Patrolman John J. Lawn	12/27/92
Patrolman Frederick S. Macfadgen	12/27/92
Patrolman Dennis Dhoku	06/05/92
Sergeant William O'Grady	07/07/93
Patrolman Peter Seminara	05/19/94
Chief Robert M. Kelly	06/30/94

### IN MEMORIAM

It is with deep regret and a sense of personal loss that we record the passing of the following members of this Department who, during their years of service, faithfully performed their duties.

Sergeant James W. Chamberlain  
Retired: 04/26/66 Deceased: 06/07/92  
Years of Service 22

Officer William A. Maloney  
Retired 06/29/60 Deceased: 09/23/93  
Years of Service 14

Officer Sylvester P. Murphy  
Retired 01/05/61 Deceased: 07/18/94  
Years of Service 8

Officer John J. Hanlon  
Retired 11/12/60 Deceased 09/01/94  
Years of Service 32

Officer William W. Carnes  
Retired 10/12/60 Deceased 12/02/94  
Years of Service 30

Officer James J. Lockwood  
Retired 01/28/68 Deceased 12/09/94  
Years of Service 17

## Crime Prevention Unit

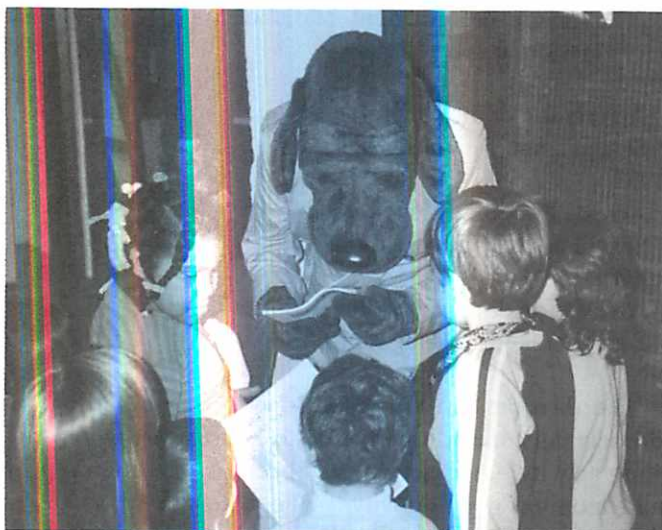
The Crime Prevention Unit coordinates programs for both the residential and business community. The Crime Prevention Unit is a resource for targeting specific geographic areas, based upon crime type and frequency, that may be vulnerable to criminal activity. This Unit also has responsibility for public information activities, news releases and media relations for the Department, and safety programs within the elementary school system.

In conjunction with both the Arsenal and Watertown Malls, programs were conducted for all store managers and selected employees in effective crime prevention methods in a retail environment.

Additional crime prevention programs were: Operation Identification, where engraving tools are made available to mark personal valuables. Home & Business Security Surveys, where officers visit home and business locations and advise owners on such matters as alarms, locks, and lighting. Neighborhood Watch, where meetings of concerned neighbors are encouraged to watch the property of others and report anything suspicious. Crime prevention and awareness programs were held for various civic groups as well as employees from the business community, through company health fairs and other functions. Matters related to substance abuse, personal protection, and protection of property, both at home and in the workplace, were all covered in these meetings.

The Crime Prevention Unit conducted individual classroom instruction at the elementary school level throughout the year in such areas as pedestrian safety, bicycle safety, school bus safety and substance abuse awareness.





*McGruff the "Crime Dog" distributing safety materials to children at Crime Prevention Fair at Watertown Mall*

Child safety has always been a priority issue with this department and, to emphasize that, the Crime Prevention unit conducted programs at both the Watertown and Arsenal Malls. These programs included Project Kid Care, designed to educate families on child safety, including photographing and fingerprinting children. Also, this unit held at the Watertown Mall a Bicycle Safety Program which included a bicycle inspection followed by the children riding their bikes on a specified safety course through the Mall.

As part of the Department's overall Crime Prevention Program, we advocate citizens being aware of suspicious activity in their neighborhoods and workplaces. The Department recognizes through its Good Citizen Award Program those citizens who, through their alertness and concern for others, have greatly assisted this Department.

#### Traffic Division

During the period of 1992, 1993, and 1994 Officers assigned to the Traffic Division performed traffic enforcement duties throughout the Town, including enforcement of parking regulations in municipal parking areas as well as on public streets.

In addition to regular assignments, the Traffic Division used Selective Enforcement Teams. These teams focus on specific locations and types of violations that are known to be accident causative. These violations include excessive speed, operating under the influence of alcohol, and other flagrant acts that contribute to accidents.

During 1993 the Watertown Police Department applied for and was awarded a Traffic Safety Grant from the Governor's Highway Safety Bureau for the enforcement of Operating Under the Influence of Alcohol, Speeding, Pedestrian Safety and Child Restraint Safety.

The School Crossing Program during this period was supervised by Sergeant O'Connor and Officer Collins of the Traffic Division. The School Crossing Guards assigned to the program are responsible for the safe passage of school children to and from school throughout the Town. There are presently twenty-seven Crossing Guards at various intersections in close proximity to the schools.

The major enforcement statistics are as follows:

#### 1992

Oper. Under Influence Arrests	64
Motor Vehicle Violations:	
Moving citations	10,307
Parking Violations	23,720

#### 1993

Oper. Under influence Arrests	83
Motor Vehicle violations:	
Moving citations	8,454
Parking Violations	20,735

#### 1994

Oper. Under Influence Arrests	54
Motor Vehicle violations:	
Moving citations	6,608
Parking violations	18,032

During 1992 the Watertown Police Department investigated 708 reportable motor vehicle accidents. These accidents consisted of personal injury and/or property damage over \$1000.

In 1993 the Traffic Division investigated 989 reportable accidents as follows:

Motor vehicle vs Bicycle	18
Motor vehicle vs Fixed Object	76
Motor Vehicle vs Moving MV	861
Motor Vehicle vs Parked MV	17
Motor vs Pedestrian	17

In 1994 the Traffic Division investigated 971 reportable accidents as follows:

Motor vehicle vs Bicycle	10
Motor vehicle vs Fixed Object	76
Motor vehicle vs Moving MV	847
Motor vehicle vs Parked MV	17
Motor vehicle vs Pedestrian	21

The above data included the investigation of an accident involving a fatality:

Apr. 9, 1994, Main & Waverly MV vs FO

During this time period the Traffic Division, in conjunction with the Watertown Traffic Commission, conducted numerous surveys/investigations at locations throughout the Town, the purpose of which were to analyze the requirements for installation of traffic control



devices, signs, parking regulations and other traffic related activities. The Traffic Division also conducted additional surveys and investigations for other Town agencies such as the D.P.W., Zoning Board of Appeals or Planning Board.

The Traffic division also maintains a Major Accident Investigation Team which is on call and available on a 24 hour basis for serious and/or fatal accidents. Officer David Collins is certified as an Accident Reconstructionist and provides the Watertown Police Department with an expertise that few local departments currently possess.

### Detective Division

The Detective Division is comprised of the Investigative Unit, Licensing Unit, Juvenile Unit, and Domestic Violence Unit. Members of the division investigated numerous crimes, initiated investigations, inspected licensed premises, and were involved in programs for juveniles, the elderly, the business community and the general public.

The division conducted two (2) homicide investigations during 1993. Ann Yukovich was killed on August 22, 1993 and the investigation resulted in the arrest of Michael Bowler. On November 25, 1993 Lyle Brownwell was stabbed to death by his sister Kim Mirabito. The division spent many hours investigating both murders and those efforts resulted in convictions in both cases.

In 1994 Watertown had visits from former President George Bush and the First Lady of Armenia. The entire division assisted in providing protection for President Bush's visit to the Perkins School. When Mrs. Levon Ter-Petrosyan visited the Armenian Library and Museum on August 13, division provided personal protection.

In addition to the investigation of criminal activities, Detectives provided service-oriented functions to the public, particularly with juveniles and the elderly.

Since the establishment of the Domestic Violence Unit in 1992 an average of over 250 cases a year have been investigated. In addition, the Unit provides legal advice, support, and assistance with other agencies, with the emphasis being placed on the safety of the victim and the prosecution of the abuser.

Watertown's Detective Unit worked closely with Federal, State, and other law enforcement agencies in the "war on drugs". Violations of the Controlled Substance Act continue to be the target of department efforts. Investigations and search warrants have led to the seizure of currency, homes, motor vehicles and other personal property. Detectives also provide education to the youth of Watertown on the dangers of drugs and abuse. They also provide assistance in referring abusers to treatment programs for help in an attempt to prevent further crimes. Seizures of large amounts of cocaine in other communities have been the direct result of investigations originating from information received by Watertown Police Officers.

The major enforcement statistics relative to special investigation are as follows:

<b>1992</b>	
Arrests for domestic violence	n/a
Sexual assault investigations	3
<b>1993</b>	
Arrests for domestic violence	80
Sexual assault investigations	4
<b>1994</b>	
Arrests for domestic violence	79
Sexual assault investigations	6

The division has continued to work closely with area departments, including Boston, to address the increase in gang activity. A detective has been assigned to identify and monitor gang activity. The detective also acts as liaison with other local and Federal and agencies.

Throughout the year there was a continued effort to scrutinize reported crimes, which revealed that there were, in fact, many unfounded crimes and that many reported commercial larcenies were committed by employees.

During the past calendar year officers from the detective division conducted several investigations into illegal gaming activity. As a result one (1) person was arrested for violating the Gaming Laws, and he was charged with Illegal Possession of Gaming Apparatus and Registering Bets in violation of M.G.L.A. Chapter 271, Section 17, also with Being Concerned With Setting Up and Promoting a Lottery in violation of M.G.L.A. Chapter 271, Section 7.

### Substance Abuse Statistics

In 1992 as a result the investigations of violations of the narcotic drug laws, eighty-one (81) arrests were made and the below charges were filed:

Conspiracy to violate C.S. Act	21
Possession C.S.	52
Possession W Int to Dist	10
Poss Needle/Syringe	17
Unlawful possession heroin	5
Poss heroin int to dist	1
Trafficking in cocaine	6
Being present where heroin is found	1
Cultivating marijuana	1
<b>TOTAL</b>	<b>114</b>

In 1993 narcotics violations investigations resulted in sixty-four (64) persons being arrested and the following charges filed:

Conspiracy to violate C.S. Act	5
Possession W Int to Dist	18
Poss Needle/Syringe	8



Unlawful possession heroin	6
Poss heroin Int to Dist	6
Being present where heroin is found	3
Unlawfully mfg controlled substance	4
Unlawfully poss controlled substance	40
TOTAL	90

In 1994 as a result of the investigations of violations of the narcotic drug laws seventy-two (72) arrests were made and the below charges were filed:

Conspiracy to violate C.S. Act	7
Administering a C.S.	1
Being present where heroin found	1
Unlawfully mfg C.S.	7
Unlawful poss C.S.	42
Unlawful poss C.S. int to dist	22
Unlawful poss heroin	5
Unlawful poss needle/syringe	7
Trafficking in cocaine	1
Uttering false prescription	3
TOTAL	100

#### Juvenile Unit

During 1992, the Juvenile Unit had official contact with 188 juveniles (117 males & 71 females) for various offenses. 58 juveniles were arrested, 23 juveniles were summoned to court, 42 juvenile runaways were located and the remaining 65 juveniles had police contact that did not result in court action.

In 1993 Det. Munger had official contact with 176 juveniles for various offenses (112 males & 64 females). In summary, 72 juveniles were arrested, 17 were summoned to court, 44 runaways were located, and the remaining 43 youths had contact with the juvenile unit that did not result in court action.

Also in 1993 this unit had 27 presentations and conferences with community groups on juvenile issues. In addition the unit initiated 23 child abuse investigations with the Massachusetts Department of Social Services.

In 1994 the juvenile unit had official contact with 177 juveniles resulting in 40 arrests, 29 summonses, and 97 contacts that did not result in court action; also 59 runaways were located. Also in 1994 this unit had 18 presentations and training conferences with community groups and initiated 72 child abuse investigations in cooperation with D.S.S.

The Juvenile Officer represents the Police Department as a member of the Governor's Alliance Drug Task Force, serves on the Council on Community Education, and assists in the direction of the yearly Shamrock Roadrace.

#### Prosecutor's Division

During the years 1992, 1993, and 1994 this division

prosecuted an average of 2,500 criminal cases per year and fifteen cases per day. During this time this office processed in excess of 4,000 motor vehicle related cases. Appeals of motor vehicle citations resulted in court hearings on over 1500 traffic citations and a resultant 180 appeals of those hearings.

In addition to prosecuting cases resulting from arrests the Prosecutor's Division is also responsible for obtaining warrants and summons resulting from investigations by the Detective Division.

The Prosecutor's Division processed all complaints made by civilians as well as the police-initiated cases. Civilian complaints arise from actions taken by private citizens and private security services that may require a police report but not the physical arrest of a suspect.

This Division is responsible for all officer and civilian scheduling as to witness appearances, court dates, analysis and continuity of physical evidence such as drugs, weapons and documents for both the District Court proceedings and any Grand Jury actions or appeals to the Superior Court. At the conclusion of necessary court proceedings, the Prosecutor's Division coordinates the return of property to its owners, destruction of drugs, disposition and/or destruction of firearms and other weapons.

#### Licensing Unit

In order to encourage cooperation between the licensees of the Town and the Police Department, and to detect possible violations of the laws and regulations governing licenses, members of this Department conducted inspections of various licensed establishments during both day and nighttime hours. Any irregularities observed during inspections were investigated and appropriate action taken whenever deemed necessary.

During the past three years, as a result of complaints filed with the Watertown Licensing Board, the following actions were taken: the licenses of various liquor establishments were suspended for a total of twenty (20) days. Also, various Auto Repair Shop licensees were suspended for eight (8) days. One (1) Auto Dealer Class II, one (1) Auto Repair Shop, and one (1) Fortune Teller had their licenses revoked by the Watertown Licensing Board. It was found necessary to revoke five (5) Firearm Identification Cards and one (1) Hackney license, and to suspend four (4) Permits to Carry Firearms.

During the years 1992 through 1994 officers from this department conducted many investigations into illegal gaming activities. Advice was given to many individuals of the consequences of their actions the following arrests were made:

Gaming in a Building	6
Illegal Poss of Gaming Apparatus	2
Illegal Use of Telephone to Register Bets	2
Permitting Gaming in a Building	1



# LICENSE APPLICATIONS 1992-1993-1994

	Recommended <u>APPROVED</u>	Recommended <u>DENIED</u>	<u>TOTAL</u>
Auctioneers	111	1	112
Auto Dealers Class 1	29	2	31
Class 2	39	2	41
Class 3	6	0	6
Auto Leasing/Rental	22	0	22
Auto Repair Shops	218	3	221
Beano Licensees	22	0	22
Change of Manager	8	0	8
Change of Ownership	9	0	9
Change of Name	2	2	4
Change of Hours-Liquor	0	2	2
Christmas Tree Licensees	11	1	12
Coin Amusement Devices	242	2	244
Common Victuallers	234	0	234
Constables	6	4	10
Entertainment Permits	40	0	40
Firearms-Alien Registration	43	0	43
Carry	245	35	280
Dealers	0	0	0
Purchase-Permit to	2	0	2
F.I.D. Cards	407	11	418
Hackney Carriages	64	0	64
Drivers	205	2	207
Stands-Private	36	0	36
Public-Rotating	12	0	12
Junk Collector	0	0	0
Liquor-Clubs	33	0	33
One Day Permits	484	0	484
Package-All Liquor	27	0	27
Beer & Wine	16	0	16
Restaurant-All Liquor	81	0	81
Beer & Wine	17	0	17
Lodging House	3	0	3
Music Box Licensees	44	0	44
Parking Lot-Open Air	24	0	24
Peddlers	23	1	24
Public Dance Permits	184	1	185
Public Weighmaster	9	0	9
Raffle & Bazaar Permits	75	1	76
Retail Store (24 Hour)	11	0	11
Second Hand Dealers	3	1	4
Service Station (24 Hr)	0	0	0
Solicitors	46	2	48
Special Closing Hours	540	1	541
Special Police Officers	25	0	25
Sunday Licenses	52	0	52
Misc. Investigations(WLB)	364	0	364
<b>TOTALS</b>	<b>4074</b>	<b>74</b>	<b>4148</b>



# Fire Department

1992

## Incident Response

The Watertown Fire Department responded to 3,802 fires and emergency calls for assistance during the year 1992. A summary of those incidents and estimated property losses as compiled by the Fire Prevention Bureau is as follows:

Accidental alarms	78
Motor vehicle fires	24
Assistance with animal control problem	36
Investigate an oil leak or odor	10
Investigate a gas leak or odor	46
Brush fire	42
Rubbish fire	32
Oil burner malfunction or fire	73
Smoke condition investigated	151
Electrical problem with appliance or service	68
Structure fire	27
Fires in stoves or cooking appliances	21
False calls reporting a fire or emergency	111
Alarm system malfunction	408
Assist with water problem	104
Assist with lockout from car or dwelling	178
Investigate report of explosive device	9
Investigate machinery malfunction	15
Hazardous material leak or spill	15
Emergency medical aid	1,752
Miscellaneous assistance calls	79
Mutual aid response to other communities	146
Elevator emergencies	12
Motor vehicle accidents	220
Calls investigated, no service required	51
Downed electrical or utility wire	51
Reset fire protection systems	43

Total Incidents for 1992: 3,802

## Two Multiple Alarm Fires in 1992

The Fire Department responded to many structure and dwelling fires during the year. The initial response to such calls is by two engine companies and a ladder company, accompanied by the deputy chief on duty. This response is usually sufficient to handle the fire emergency. However, fire conditions were so severe on arrival at one structure fire and one call for a ruptured gas main that a second alarm was sounded to bring all Watertown firefighters and units to the scene.

On May 16, 1992, a second alarm was sounded for a severe fire in a large storage building in the rear of 55 Franklin Street. All Watertown fire companies were

engaged in this fire suppression effort for several hours, and were successful in preventing the fire from extending to adjacent structures.

On December 22, 1992, a major natural gas leak occurred when construction workers inadvertently ruptured an intermediate pressure gas main on Lexington Street. The Fire Department responded to the emergency along with the Police Department and personnel from the Department of Public Works, and emergency response personnel from the Boston Gas Company. It was necessary to isolate the immediate area of the gas leak, and evacuate nearby homes. Utilities in dwellings were shut off to prevent the possibility of explosions. The fire chief ordered a second alarm transmitted in order to bring all Watertown firefighters to the scene to assist with mitigation efforts. The incident was brought to a successful conclusion without injuries or major property loss.

## Estimated Property Loss in 1992

Structure fires	\$255,800
Motor vehicle fires	44,300
Other fire categories	12,700

Total estimated dollar loss from fire: \$312,800

## Fees Collected

Smoke detector inspections	\$5,600
Permits issued	8,320
Quarterly inspections performed	750
Master fire alarm boxes, annual fee	12,250
Copies of incident and ambulance reports	200
Tank truck inspections	60

Total fees collected: \$27,180

## Inspections by apparatus

Oil burner inspections	50
Smoke detector inspections	560
Quarterly inspections:	
Day care facilities	56
Public and private schools	52
Community residences	56
Nursing homes	12
Handicapped workshops	12
Health programs	14
Motels	4

## Apparatus Runs for the Year

Engine 1 (Headquarters)	1172
Engine 2 (Station 2, East Watertown)	1152
Engine 3 (Station 2, East Watertown)	1042
Engine 4 (Headquarters)	551
Ladder 1 (Headquarters)	828



Ladder 2 (Station 2, East Watertown) 577  
 Fire Rescue (Station 3, No. Watertown) 1914  
 Fire Rescue to town of Belmont 81  
 Note: some incidents require multiple unit response

#### *Mutual Assistance with Other Departments*

The Fire Department thanks the departments of Belmont, Cambridge, Newton and Waltham for providing station coverage during two multiple alarm fires in 1992.

The department responded to other communities 146 times during the year. Those responses were to reported fires near the Watertown border, or to cover assignments at fire stations in other communities during major fires, or in some cases directly to the fire to assist other departments.

#### *Automatic Advisory Defibrillator put in Service*

With the financial support of the Town Council and the recommendation of the South Middlesex Emergency Medical Services Consortium, the department purchased and placed into service an automatic defibrillator. These devices are being recommended by the medical community as the most appropriate intervention in cases of cardiac arrest.

The unit purchased, at a cost of \$7,000 including necessary accessories, is a Physio-Control Lifepak Automatic Advisory Defibrillator, similar to those now in

service with the Belmont and Cambridge fire departments and elsewhere. It is carried on the Fire Rescue ambulance stationed at the North Watertown fire station.

Necessary training in the use of the unit was provided to several of the department's emergency medical technicians. The sixteen hour course included information on cardiac structure and function, cardiac arrest and the use of automatic defibrillators, as well as operation of the actual unit selected. The classes were provided without charge to the department by instructors from the EMS consortium. The automatic defibrillator was placed into service in April of 1992, and has been used at several incidents during the year. The department intends to request the purchase of additional units to be carried on first-responding fire apparatus.

#### *Replacement Ambulance Delivered in 1992*

The Town Council voted in January 1992 to authorize the purchase of a replacement ambulance vehicle for the town. The new ambulance was delivered to the Fire Department in May, at a cost of \$71,500. It is a 1992 DOT Type III Ford Ambulance. It was manufactured by Wheeled Coach Inc. of Winter Park, Florida. It uses a Ford E-350 XL chassis and cab, specially modified for ambulance use.

It is diesel powered, with a modular patient compartment. It meets all DOT Federal emergency



*Watertown's New Ambulance was delivered in May, 1992*



ambulance specifications for lighting and equipment.

The unit is equipped with a UHF radio system to allow communications with both the Fire and Police departments, as well as with the Metrofire District radio system. The ambulance can also contact the Region IV medical district radio network for hospital communications.

The projected service life of the new emergency medical vehicle is three to five years. The Fire Rescue ambulance responds to approximately 1,700 calls annually.

The new ambulance replaced a similar unit delivered in 1985, which will be retained as a spare ambulance. The older truck was placed in service as a second unit during the blizzard in December 1992, responding to several calls from the East Watertown fire station.

#### *Personnel Milestones, 1992*

Firefighter Nicholas V. Pepe was retired on March 12 after almost 29 years of service. He was appointed to the department in July 1963.

Firefighter Alfred F. Beninati was retired on March 26 after more than 32 years of service. He was appointed to the department in February 1960.

Firefighter George J. Tirimacco was retired on May 31 after almost 31 years of service. He was appointed to the department in August 1961.

Firefighter Michael J. Corliss was granted a leave of absence from the department in order to pursue a career opportunity with the Mass. State Police. He was appointed to the department in July 1991.

Retired Captain Joseph P. Barnes died in July. He was appointed to the department in June 1948. He was promoted to the rank of lieutenant in June 1961, and to captain in March 1967. He served briefly as acting deputy chief in 1977. He retired in July 1980 after 32 years of service.

Retired Lieutenant Maurice J. Sheehan died in August. He was appointed to the department in December 1939. He was promoted to the rank of lieutenant in November 1962. He retired in August 1974 with more than 34 years of service. Lieutenant Sheehan served for many years as Chairman of the Watertown Contributory Retirement Board.

On September 9, 1992 Firefighters Daniel F. McDermott, Richard C. Alexson, Q. Paul Paglierani, Robert J. Quinn, Stephen J. Caira, Mario A. Orangio and Robert A. Iannetta were commended by the department for their actions at an incident which resulted in the saving of a human life. The department also recognized the efforts of Lt. Robert B. McCarthy, Capt. James A. O'Reilly and Deputy Chief Anthony M. Gianotti for their leadership which led to the successful outcome of the emergency.

On September 22, 1992 Firefighter Michael F. Guerin

and Lts. John J. Haggerty, Eugene J. Merullo Jr., and William F. Walsh III were commended by the department for their efforts and participation in the Hurricane Andrew relief force in Dade County, Florida. These members, with permission of the president and members of the Town Council and the town manager, and with the approval of the department, traveled to Dade County, Florida on Monday, August 31, 1992, and volunteered their efforts and their expertise as professional firefighters and certified emergency medical technicians for a period of ten days.

On December 27, 1992, six Watertown firefighters with a combined total of 156 years of service to the town of Watertown, retired from the Fire Department under provisions of an early retirement incentive program. They were:

Firefighter Ronald P. Alberico, who was appointed on January 8, 1966 and served for almost 27 years.

Firefighter Edward L. Brown, who was appointed on May 25, 1967 and served for more than 25 years.

Firefighter Ronald E. LaVache, who was appointed on October 31, 1963 and served for more than 29 years.

Lieutenant William F. Walsh III, who was appointed on April 24, 1968, promoted to the rank of lieutenant on September 8, 1978, and served for almost 25 years.

Firefighter Donald E. White, who was appointed on April 29, 1969 and served the department and the town of Watertown for almost 24 years.

Firefighter Domenic J. Yeradi, who was appointed on December 30, 1966 and served for 26 years.

#### **1993**

##### *Incident Response*

The Watertown Fire Department responded to 3,936 fires and emergency calls for assistance during the year 1993. A summary of those incidents and estimated property losses as compiled by the Fire Prevention Bureau is as follows:

Accidental alarms	140
Motor vehicle fires	35
Assistance with animal control problem	53
Investigate an oil leak or odor	6
Investigate a gas leak or odor	48
Brush fire	60
Rubbish fire	19
Oil burner malfunction or fire	46
Smoke condition investigated	96
Electrical problem with appliance or service	63
Structure fire	21
Fires in stoves or cooking appliances	34
False calls reporting a fire or emergency	72
Alarm system malfunction	413
Assist with water problem	129



Assist with lockout from car or dwelling	172
Investigate report of explosive device	11
Investigate machinery malfunction	4
Hazardous material leak or spill	18
Emergency medical aid	1,896
Miscellaneous assistance calls	71
Mutual aid response to other communities	138
Elevator emergencies	13
Motor vehicle accidents	224
Calls investigated, no service required	44
Downed electrical or utility wires	45
Reset fire protection systems	65

Total Incidents in 1993: 3,936

#### *One Multiple Alarm Fire in 1993*

The Fire Department responded to many structure and dwelling fires during the year. The initial response to such calls is by two engine companies and a ladder company, accompanied by the deputy chief on duty. This response is usually sufficient to handle the fire emergency. However, conditions were so severe at one structure fire that a second alarm was sounded to bring all Watertown firefighters and units to the scene.

On July 6, 1993, a second alarm was sounded for a severe fire in a condominium dwelling unit at 93A Spring Street. All Watertown fire companies were engaged in this fire suppression effort for several hours, and were successful in bringing the fire under control with only moderate damage to the apartment and its furnishings.

#### *Estimated Property Loss in 1993:*

Structure fires	\$193,800
Motor vehicle fires	33,500
Other fire categories	1,000

Total estimated dollar loss from fire: \$228,300

#### *Largest Losses in Property:*

35 Everett Ave., two-family dwelling	\$75,000
15 Sexton St., two-family dwelling	30,000
93A Spring St., one-family apartment	25,000

#### *Fees Collected*

Smoke detector inspections	\$5,040
Permits issued	8,870
Quarterly inspections performed	750
Master fire alarm boxes, annual fee	12,375
Copies of incident and ambulance reports	293
Tank truck inspections	420

Total fees collected: \$27,748

#### *Inspections by Apparatus*

Oil burner inspections	70
Smoke detector inspections	504
Quarterly inspections:	
Day care facilities	64
Public and private schools	48
Community residences	56
Nursing homes	12
Handicapped workshops	16
Health programs	14
Motels	4

#### *Apparatus Runs for the Year*

Engine 1 (Headquarters)	1389
Engine 2 (Station 2, East Watertown)	1289
Engine 3 (Station 2, East Watertown)	1080
Engine 4 (Headquarters)	262
Ladder 1 (Headquarters)	886
Ladder 2 (Station 2, East Watertown)	494
Fire Rescue (Station 3, No. Watertown)	2040
Fire Rescue to town of Belmont	50

Note: some incidents require multiple unit response, and Engine 4 was deactivated on July 1, 1993 because of the budget deficit in Fiscal Year 1994.

#### *Mutual Assistance with Other Departments*

The Fire Department thanks the departments of Belmont, Cambridge, Newton and Waltham for providing station coverage during one multiple alarm fire and several working fires in 1993.

The department responded to other communities 138 times during the year. Those responses were to reported fires near the Watertown border, or to cover assignments at fire stations in other communities during major fires, or in some cases directly to the fire to assist other departments.

#### *Incident Command System Training for Department*

Officers and firefighters in the Fire Department participated in a twelve-hour Incident Command System training course in March, 1993. The National Fire Academy course was presented to all members of the department while they were on duty. The course was taught by a certified instructor from the Mass. Firefighting Academy.

#### *Firefighters' Award Ceremony at State House*

Three officers and seven firefighters, and the Watertown Fire Department itself, were recognized at the 4th Annual "Firefighter of the Year" Award Ceremony, held at the State House at noon on October 5, 1993.

The members, including the deputy chief in charge along with Engine 1, Ladder 1 and the Fire Rescue, were



those who responded to a reported medical emergency on August 27, 1992. The actions taken by those involved were successful in the saving of life under unusual circumstances.

The members recognized were Deputy Chief Anthony M. Gianotti, Capt. James A. O'Reilly, Lt. Robert B. McCarthy, and Firefighters Daniel F. McDermott, Richard C. Alexson, Paul Paglierani, Robert J. Quinn, Stephen J. Cairra, Mario A. Orangio, and Robert A. Iannetta

#### Personnel Milestones

Deputy Chief William J. Reilly retired on January 11 after 35 years of service. He was appointed to the Fire Department on February 27, 1958. He was promoted to the rank of lieutenant in September, 1968, to captain in September, 1974, and to deputy fire chief in June, 1987.

Lieutenant Peter F. Baker, and Firefighters Kevin B. Quinn, Daniel R. LaVache, Russell B. Wiltshire and Edward R. Santiago, along with Police Officer Robert Kelly, were commended for their actions on January 11 at a medical emergency incident which resulted in the saving of a human life.

John F. Fahey was appointed a firefighter in Watertown by the town manager on January 28. Mr. Fahey had served as a firefighter in the Lowell Fire Department since 1989, and was furloughed because of budget constraints. He was rehired and returned to Lowell on December 10.

Captain Renato J. Barrila was promoted by the town manager to the rank of deputy chief on February 25.

Lieutenant Michael J. Leone was promoted by the town manager to the rank of captain on February 25.

Lieutenant Daniel W. Walsh was promoted by the town manager to the rank of captain on February 26.

Firefighters Robert J. Quinn, Thomas P. McManus Jr. and William T. Gildea Jr. were promoted by the town manager to the rank of lieutenant on March 4.

The Town Manager appointed eight firefighters to the department on May 27. Appointed were Paul J. Coughlin, Kile R. Lomax, John Baccari, James M. Kelly, Thomas S. MacNeil, Anthony D. Martino, Alan R. Morash, and Gabriel Vellante.

Because of budget constraints in fiscal year 1994, beginning on July 1, Firefighters Anthony D. Martino, Alan R. Morash and Gabriel Vellante were furloughed from the department.

Firefighter Michael J. Corliss resigned from the department on July 1. He has accepted a position as a Massachusetts State Police trooper. He was appointed to the Fire Department in July, 1991, and has been on a leave of absence since July, 1992.

Capt. Robert H. McFarland was promoted to the rank of Deputy Chief, Lt. David A. Melanson was promoted to the rank of captain, and Firefighter Joseph Costa was promoted to the rank of lieutenant, all on July 15.

Firefighters John Baccari, Paul J. Coughlin, John F. Fahey and Kyle R. Lomax were enrolled in the Mass. Firefighting Academy's 48-day Recruit Training Course. The course began on September 7. The firefighters were graduated from the program on November 10.

Firefighter Richard T. Cieslik retired on August 26 after more than 34 years of service. He was appointed to the department on February 4, 1959.

Because of fiscal constraints and departmental budget reductions in fiscal year 1994, Lieutenants Thomas P. McManus Jr., Robert J. Quinn, William T. Gildea Jr., and Joseph Costa reverted to the rank of Firefighter.

Retired Firefighter Quinnie J. Iodice died on November 2. He was appointed to the Watertown Fire Department in December, 1962. He retired in September, 1989, after many years of service to the department and the town of Watertown. Probationary Firefighter James M. Kelly, who was appointed on May 27, resigned from the department on December 14 in order to accept a position as a police officer in the city of Chicago.

#### 1994

##### Incident Response

The Watertown Fire Department responded to 3,971 fires and emergency calls for assistance during 1994. A summary of those incidents and estimated property losses as compiled by the Fire Prevention Bureau is as follows:

Accidental alarms	520
Motor vehicle fires	40
Assistance with animal control problem	42
Investigate an oil leak or odor	12
Investigate a gas leak or odor	60
Brush fire	48
Rubbish fire	20
Oil burner malfunction or fire	31
Smoke condition investigated	84
Electrical problem with appliance or service	73
Structure fire	27
Fires in stoves or cooking appliances	58
False calls reporting a fire or emergency	66
Assist with water problem	98
Assist with lockout from car or dwelling	176
Hazardous material leak or spill	15
Emergency medical aid	2,003
Miscellaneous assistance calls	118
Mutual aid response to other communities	65
Elevator emergencies	15
Motor vehicle accidents	169
Calls investigated, no service required	24
Downed electrical or utility wires	47
Reset fire protection systems	45
Rubbish or dumpster container fires	20
Total Incidents in 1994:	3,936



#### **Four Multiple Alarm Fires in 1994**

The Fire Department responded to many structure and dwelling fires during the year. The initial response to such calls is by two engine companies and a ladder company, accompanied by the deputy chief on duty. This response is usually sufficient to handle the fire emergency. However, conditions were so severe at three residential structure fires and one fire involving hazardous materials at a commercial building that a second alarm was sounded to bring all on-duty Watertown firefighters and units to the scene.

#### **Date and Location of 1994 Multiple Alarms:**

January 19, single-family dwelling, 77 Barnard Ave,  
June 4, single-family dwelling, 10 California Park,  
August 31, Haartz-Mason Company, 270 Pleasant St.  
December 27, single family dwelling, 29 Brookline St.

#### **Estimated Property Loss in 1994:**

Structure fires	\$552,800
Motor vehicle fires	74,300
Other fire categories	43,350
Hazardous spills	50,000
Total estimated dollar loss from fire:	\$720,450

#### **Largest Losses in Property:**

10 California Park, residence	\$150,000
77 Barnard Ave., residence	110,000
48 Chester St., residence	100,000
29 Brookline St., residence	100,000

#### **Fees Collected**

Smoke detector inspections	\$8,520
Permits issued	7,675
Quarterly inspections performed	800
Master fire alarm boxes, annual fee	13,600
Copies of incident and ambulance reports	265
Tank truck inspections	585
Total fees collected:	<u>\$31,445</u>

#### **Inspections by apparatus:**

Oil burner inspections	64
Smoke detector inspections	504
Quarterly inspections:	
Day care facilities	64
Public and private schools	48
Community residences	56
Nursing homes	12
Handicapped workshops	13
Health programs	13
Motels	4

#### **Apparatus Runs for the Year**

Engine 1 (Headquarters)	1581
Engine 2 (Station 2, East Watertown)	1206
Engine 3 (Station 2, East Watertown)	1202
Ladder 1 (Headquarters)	937
Ladder 2 (Station 2, East Watertown)	321
Fire Rescue (Station 3, North Watertown)	2045
Fire Rescue to town of Belmont	115

Note: Some incidents require multiple unit response, and on July 1, 1994, because of continuing budget constraints, Ladder 2 was placed out-of-service on those dates when staffing levels fell below seventeen on duty.

#### **Mutual Assistance with Other Departments**

The Fire Department thanks the departments of Belmont, Cambridge, Newton and Waltham for providing station coverage during multiple alarm fires and several working fires in 1994.

The department responded to other communities 65 times during the year. Those responses were to reported fires near the Watertown border, or to cover assignments at fire stations in other communities during major fires, or in some cases directly to the fire to assist other departments.

#### **Personnel Milestones, 1994**

Retired Firefighter Raymond A. Murphy Jr. died on March 6, 1994. He was appointed to the Fire Department on April 12, 1951. He retired on March 31, 1982, with 31 years of service.

Several members of the Fire Department participated in the production of "A Fatal Mix", a project of the Watertown Police Department D.A.R.E. Program, Continental Cablevision, and students from the Watertown High School. The video program was selected for regional and national recognition.

Because of budget reductions caused by fiscal constraints, the employment of Firefighters Paul J. Coughlin, Kyle R. Lomax, John Baccari and Thomas S. MacNeil was terminated on June 30, 1994. They were those with the least seniority as firefighters. In addition, Firefighter Joseph A. Mazzola resigned from the Fire Department effective June 30, 1994, and accepted a lateral transfer as a firefighter to the Framingham Fire Department.

Captain James A. O'Reilly was retired from the department on October 24, 1994. Captain O'Reilly was appointed a firefighter in the Watertown Fire Department on May 1, 1969. He was promoted to the rank of lieutenant on March 3, 1983, and promoted to captain on August 22, 1991.

Captain Robert E. Ford was retired from the department on November 1, 1994. Captain Ford was



appointed a firefighter in the Watertown Fire Department on February 4, 1959. He was promoted to the rank of lieutenant on September 19, 1968, and promoted to captain on May 30, 1974. He has served as the department's staff services officer since April 25, 1978.

Town Manager Michael J. Driscoll made the following promotions in the Fire Department:

Lieutenant Philip S. Cook, was promoted to the rank of captain, effective Tuesday, November 1, 1994. He was assigned as the department's staff services officer.

Lieutenant Robert B. McCarthy, was promoted to the rank of captain on November 1, 1994.

Town Manager Driscoll also reinstated Thomas P. McManus Jr. and Robert J. Quinn to their previously-held rank of permanent full-time lieutenants in the Fire Department on November 1, 1994. They had been reduced in rank because of downsizing within the department and a reduction in the officers' corps.

Retired Firefighter Joseph P. Kelly died on December 2, 1994. Firefighter Kelly was appointed to the department on November 1, 1951. He was retired on February 19, 1987, after more than 35 years of service to the Fire Department and the Town of Watertown. Firefighter Kelly was a Charter member of Watertown Firefighters' Local 1347.

Retired Firefighter Francis J. "Smokey" Callan died on December 27, 1994. Firefighter Callan was appointed to the department on December 11, 1939. He was retired on March 1, 1979 after almost 40 years of service to the Fire Department and the Town of Watertown. Firefighter Callan was a Charter member of Watertown Firefighters' Local 1347.

### Fire Prevention Bureau

The Fire Prevention Bureau is a versatile office of the Watertown Fire Department. Permits of all kinds are issued by the fire inspector to allow people to carry out their activities in a safe and prudent manner. The fire prevention laws of the Commonwealth are enforced in order to protect the safety of life and property from the dangers of fire.

Inspections of nursing homes, day care centers, schools, lodging houses, motels, and group homes are conducted four times each year to ensure public safety.

All gas stations and motor vehicle repair shops are inspected annually as part of their renewal of license process by the Licensing Board.

The fire inspector attends meetings of the Licensing Board to assist the board with interpretation of relevant fire laws and safety issues.

Smoke detector inspections are scheduled through the Fire Prevention Bureau when a home is built or sold.

The fire inspector is of necessity also somewhat of an

environmentalist due to changes in laws and regulations concerning gasoline stations and underground storage of flammable and combustible liquids.

All underground petroleum tank removal in the town is regulated by this office. Permits are required before any tank can be removed and records are kept of all removals.

Mass. General Laws Chapter 21 site assessment studies of properties being sold are researched for the presence of underground storage tanks, known spills which may have occurred, and other environmental issues.

All incident reports of fire incidents, medical emergencies and inspections performed are kept for future reference and stored in the department's data base. All such reports are tabulated by category and sent to the Office of the State Fire Marshal for inclusion into the National Fire Incident Reporting System. These fire reports are calculated for dollar loss to property as well as injury both to firefighters and civilian personnel. Studies with these statistics are conducted nationally on equipment to determine a way to reduce fire loss.

The Fire Prevention office answers many questions about safety issues with the business community and the homeowner. The Bureau investigates any complaints regarding possible violation of fire safety regulations or any situation that may create a fire hazard to persons and property.

### Fire Department Provides Basic Emergency Medical Assistance

The Fire Department has provided basic emergency medical care and transportation for citizens in Watertown since 1975. The department has a total of 53 firefighters who are certified emergency medical technicians (EMTs). Most of these EMTs are also trained on the use of the cardiac defibrillator which is carried on the Fire Rescue/ambulance. The remaining firefighting personnel are qualified as medical First Responders. All members of the department certify annually in cardiopulmonary resuscitation (CPR).

The department's engine companies and ladder companies are also equipped to handle medical emergencies. One such company normally responds with the Fire Rescue to medical assistance calls. Ladder companies are also dispatched when specialized rescue skills or equipment are required.

## Civil Defense

### Lead Planning Agency for Superfund Amendments and Reauthorization Acts (SARA) Title III Activities

Civil Defense is established primarily as a means to ensure the maximum survival of people and preservation



of property in communities in the event of natural or man-made disasters. Civil Defense has the responsibility for coordinating all the components of the emergency management system in the town. These components consist of fire and police protection, emergency medical service, public works, volunteers and other groups contributing to the management of emergencies. The parts of the emergency management system are no different from the parts of government and the private sector that manage the day-to-day affairs of the community. Emergency government is government in an emergency. The task of Civil Defense is to make certain that the components of the emergency management system recognize the threats to the community, plan for emergencies, can operate effectively in an emergency and can conduct recovery operations after a disaster. The agency is responsible for coordinating all the necessary activities to ensure effective operations of the emergency management system.

Many possible shelter spaces have been identified in Watertown, and radiological air-sampling kits have been procured and tested periodically. A basic emergency operations plan and an alternate mini-evacuation plan with route and host areas has been developed. Radio and communications tests are held periodically with area, state, and federal authorities. The Watertown Auxiliary Police Department has several active members who contributed many hundreds of hours of service to the town of Watertown during 1991. The men have completed Criminal Justice Training Council courses, cardiopulmonary resuscitation courses and courses for First Responders to emergencies. All auxiliary police officers must qualify to a standard each year at the pistol range. Civil Defense is responsible as the lead planning agency under the Superfund Amendments and Reauthorization act of 1986, also known as SARA Title III. Local civil defense agencies are currently working on local emergency management plans to be used in the event of hazardous materials emergencies.

To assure the effectiveness of mitigation, preparedness, response and recovery actions taken to avert or minimize the effects of natural or man-made disasters, it is important to establish reliable communications links with state and federal agencies, and other resources for assistance. The Civil Defense Agency participates in annual meetings of the Town of Watertown Local Emergency Planning Committee as it continues to review plans for initial response to hazardous materials emergencies. At present, the chief of the Fire Department is designated as the Civil Defense director.

#### 1992

During 1992 the Civil Defense Agency was in the process of updating its Comprehensive Emergency Management

Plan, the Hazard Identification Capability Assessment Plan, the Multi-year Development Plan, all with some assistance from the state Civil Defense Agency. These plans are periodically reviewed and revised as necessary.

#### *Communications Equipment Upgraded in 1992*

The town purchased modern communications equipment for Civil Defense purposes during 1992. Normal communications links are often lost following man-made or natural disasters. Officials at the municipal and state levels often rely on the assistance of licensed amateur radio operators to augment phone and radio communications. Two mobile transceivers and two portable transceivers were purchased to replace obsolete radios and to allow communications with amateur radio repeater stations. These stations relay messages from Massachusetts Emergency Management Agency headquarters in Framingham and its Area headquarters in Tewksbury to communities throughout the commonwealth.

#### *Emergency Preparedness Exercise*

The Watertown Civil Defense Agency participated in "Hurricane Preparedness Week" as declared by Governor Weld by taking part in a state-wide Hurricane Exercise during July. The exercise was coordinated by the Massachusetts Emergency Management Agency, formerly the Mass. Civil Defense Agency. The town's public safety and public works departments also participated in the exercise, according to Town Manager Michael J. Driscoll. It was coordinated locally by Fire Chief Paul McCaffrey, the town's Civil Defense director. On that date communications were maintained between the Town of Watertown and the Area I Headquarters of MEMA. Local officials considered many of the same issues raised during the August 1991 "Hurricane Bob". Those issues included the need for evacuation of people from low-lying areas, opening of shelters, loss of electric power, and care of special needs people.

David Rodham, Director of the Massachusetts Emergency Management Agency expressed approval that Watertown participated in order to carry on the high-level of preparedness that it has shown during real emergencies. The Town of Watertown participates in other drills concerning hazardous material accidents, blizzards, floods and other disasters, on a regular basis.

#### 1993

In 1993 the Watertown Civil Defense Agency again participated in "Hurricane Preparedness Week" in July, as described above.

#### *Comprehensive Emergency Management Plan*

During 1993 the Civil Defense Agency revised the town of Watertown's Comprehensive Emergency Management



Plan, with assistance from the state Civil Defense Agency as well as Watertown's public safety and public service departments. These plans are periodically reviewed and revised as necessary. Copies of the plan were distributed in late 1993 to the President of the Town Council, the Town Manager, the Town Clerk, the Director of the Dept. of Community Development and Planning, and the Civil Defense Director. Copies were also prepared for the Town's Police, Fire and Health departments, as well as the Dept. of Public Works.

#### 1994

The Watertown Auxiliary Police Department has several active members who contributed many hundreds of hours of service to the town of Watertown during 1994. The men have completed Criminal Justice Training Council courses, cardiopulmonary resuscitation courses and courses for First Responders to emergencies. All auxiliary police officers must qualify to a standard each year at the pistol range.

#### *Project Northstar*

The Town's Department of Public Works received a pickup truck in May 1994 under the Project Northstar Program. The 4x4 1-1/4 ton Dodge truck was provided at no cost under the surplus military distribution program designed to make vehicles and other equipment available to municipalities following the conclusion of Operation Desert Shield/Desert Storm activities. The truck was a welcome addition to the town's public works fleet, according to DPW Supt. Gerry Mee.

#### *Emergency Response Guidebook Distributed*

Fifty copies of the 1993 Emergency Response Guidebook published by the US Department of Transportation were received by the Town in June 1994. The books were provided by FEMA, the Federal Emergency Management Agency, and distributed to all cities and towns in the Commonwealth by the Mass. Emergency Management Agency. The books replaced a previous 1990 edition. They are intended as a quick reference for hazardous materials incidents, and are usually carried in public safety response units. The guidebooks were distributed to the Fire Department for all apparatus and cars, to the Police Department for patrol cruisers, to the Dept. of Public Works for their operating vehicles and supervisor's cars.

#### *Amateur Radio RACES Operators*

Civil Defense agencies have for many years relied on licensed amateur radio operators to augment emergency communications during natural disasters. These "hams", holders of Federal Communications Commission station and operating licenses, donate their time and use of their

radio equipment to help out when needed. Such operators are designated as RACES. (Radio Amateur Civil Emergency Services) operators

For emergency management purposes, Massachusetts is geographically divided into four areas, and each area is further divided into a number of communications sectors. Watertown is in one of those sectors, and emergency messages may be sent via amateur radio back and forth to state Civil Defense headquarters in Framingham. This radio link supplements telephone and commercial traffic networks.

The Watertown Civil Defense director would like to acknowledge the assistance of amateur radio operators Dom Bottaro WA1BHD, Phil Cook WB1FNX, and Brian McCaffrey N1RYL, for serving as RACES operators.

#### *Packet Radio Stations Established at DPW Storm Room*

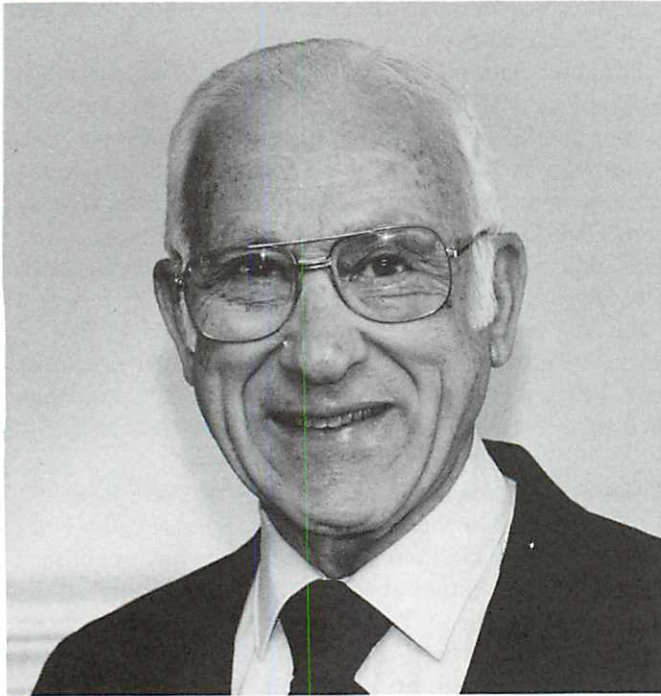
In addition to the conventional amateur radio voice station, the Town's Civil Defense agency has established a Packet Radio station at the DPW's "storm room" at the Municipal Garage. The storm room is used as an emergency operating center during and following hurricanes, winter storms and similar natural disasters. A packet radio station has been set up to link the town with the Mass. Emergency Management Agency's Area I headquarters in Tewksbury. Packet radio stations are somewhat similar to electronic bulletin boards; written messages may be sent and received via computer and VHF radio transmission. Messages may be stored, and then forwarded to intended stations. It is a more efficient method of using the radio frequencies, especially during emergencies.

## Community Development and Planning

The Department of Community Development and Planning was created through a vote of the Town Council in August, 1982. The Department provides a formal relationship and coordination between several boards, commissions and committees, such as the Planning Board, Board of Appeals, Conservation Commission, Housing Partnership, the Facilities Inspection and Zoning Enforcement Divisions, and the Planning and Community Development Office. Each entity is accorded professional and support services by Department employees. The aim of integrating these related agencies is to improve communication and coordination and to provide services more efficiently to the community. A summary report of the Department's major accomplishments for the years 1992 through 1994 is given below.



This report is dedicated to the memory of Joseph C. Leah.



*Joseph C. Leah*  
Chairman, Watertown Board of Appeals, 1978-1994

#### Planning and Community Development Division

The Division serves several important functions within the Department and the Town; among them are the following:

- Staff support to various boards, commissions and committees such as the Planning and Zoning Boards, Conservation Commission, Housing Partnership, and Arsenal Reuse Committee, Blue Ribbon Panel on Economic Development, and the Open Space Task Force.
- Representation to several agencies including Metropolitan Area Planning Council, MBTA Advisory Board, and the Watertown Economic Development Corporation.
- Coordination of real estate development activities, land-use planning, transportation, housing and capital improvement projects and policies;
- Coordination of the Infrastructure Bond projects such as the reconstruction of Fire Headquarters Station No.1, the rehabilitation of Fire Station No.2, improvements to Moxley, Lowell and Victory Fields, and renovations to the Main Branch Library. This four year improvement program was concluded in 1992 with the successful completion of all projects on schedule and within budget.

- Management of the construction of the new Watertown Senior Center which was dedicated in January of 1994.

- Administration of various community development grants such as the Small Cities, Home Improvement Loan Program, the federal HOME program, and the Public Works for Economic Development program.

- Initiation and administration of economic development policies and procedures which will allow Watertown to remain competitive in retaining and attracting investment to provide for revenue and employment growth. The Department also provided assistance to the Blue Ribbon Panel on Economic Development and which is described further in the section.

We are pleased to report that during 1992 to 1994, the Department was successful in securing over \$1.6 million in grant awards for Watertown. Included in this total are the following projects and programs:

<u>GRANT</u>	<u>PROJECT</u>	<u>AMOUNT</u>
Small Cities Block Grant (State -EOCD)	Senior Center	\$493,363
	Town Hall ADA	100,000
	Ars. Reuse Planning	22,000
Reuse Planning-Economic Adjust. (Fed-OEA)	Arsenal Reuse	185,000
Reuse Planning (State-Land Bank)	Arsenal Reuse	47,000
Community Planning Assistance (FED-EDA)	Arsenal Reuse	262,500
HOME Program (Fed-HUD)	Afford.Housing	455,000
Home Improvement Loan Program (State-MHFA)	Housing Rehab.	100,000
<b>TOTAL</b>		<b>\$ 1,664,863</b>

In 1993, the Department of Community Development and Planning was awarded the Community Service Award from Watertown Community Housing Inc. in recognition of outstanding community service in the area of affordable housing. Additionally, the Department was given the Watertown Chamber of Commerce award for service to the business community.



Working with the Watertown Economic Development Corporation, the Department managed the rehabilitation of over a dozen storefronts in Watertown and Coolidge Squares under the Storefront Improvement Program.

### Planning Board

Following many months of research and public discussion, the Planning Board developed guidelines for legalizing and regulating accessory apartments in town. An accessory apartment is a second, smaller, unit in a structure built as a single family house, or a third, smaller, unit in a structure built as a two family house. The new regulations allow accessory apartments that provide adequate facilities, including parking, and meet the town's health and safety standards.

The proposal was discussed at a number of public hearings, and then recommended to the Town Council, which voted favorably on it in June of 1992. The new regulations were part of the Zoning Ordinance. Owners of structures with accessory apartments had until December 31, 1993 to apply to the Zoning Board of Appeals for an accessory apartment special permit. The Town's new computerized geographic information system allows it to easily locate illegal units, using a combination of assessing, zoning, and building department data. From 1992 through 1994, the Board processed 95 accessory apartment applications.

The Planning Board continued its ongoing implementation of the Growth Management Master Plan, through its review of construction and development throughout the town. In its role as advisor to the Zoning Board of Appeals, the Planning Board issued recommendations on Special Permits, variances, and Accessory Apartment Special Permits. The Board also advised the Town Council on four proposed amendments to the Watertown Zoning Ordinance.

The most significant amendments were those associated with the re-zoning of the vacant and deteriorated Barry Controls property on Pleasant Street. The amendments created a Limited Redevelopment District which allowed the Stop & Shop Company to acquire and revitalize the site. Known as "contract zoning", the effort committed Stop & Shop to provide several beneficial improvements to the site and surrounding area including: elimination of environmental waste, construction of the new 77,000 square foot supermarket, 300 new jobs, several thousand dollars for additional tax revenue, a conservation easement and public access along the Charles River, 100 new trees, traffic improvements on Pleasant Street, and a \$58,000 contribution to renovate nearby Bemis Playground.

### Board of Appeals 1992

During 1992, the Board of Appeals received a total of 29 petitions for a range of matters heard by the Board in accordance with the provisions of Massachusetts General Laws Chapter 40A, Section 14 and the Watertown Zoning Ordinance. The petitions included: 15 applications for Special Permits, 10 applications seeking Variance relief and 4 Accessory Apartment applications. Fees collected for those hearings from January 1, to December 31, 1992 totaled \$5,423.40.

As adopted by the Town Council on May 22, 1992 and incorporated into their Rules of Practice and Procedure, the Board of Appeals has now assumed the responsibility of legalizing of accessory residential units. This limited program was implemented by the Town in acknowledging and responding to the long-standing problem of illegal units. The main objective is to bring these units up to code for health and safety, and eliminate those units that cannot be made safe or do not comply with the criteria; i.e., parking, size of unit. We look forward to reviewing those applications submitted for legalization and newly created accessory units.

In 1992, the Town accepted and implemented the Non-Criminal Disposition ticketing process, pursuant to General Laws Chapter 40, Section 21D. This ticketing procedure is utilized by Zoning, Building, and Department of Public Works, to offer the enforcing officer a remedy for immediate notification of violations for such "nuisance" type complaints.

### 1993

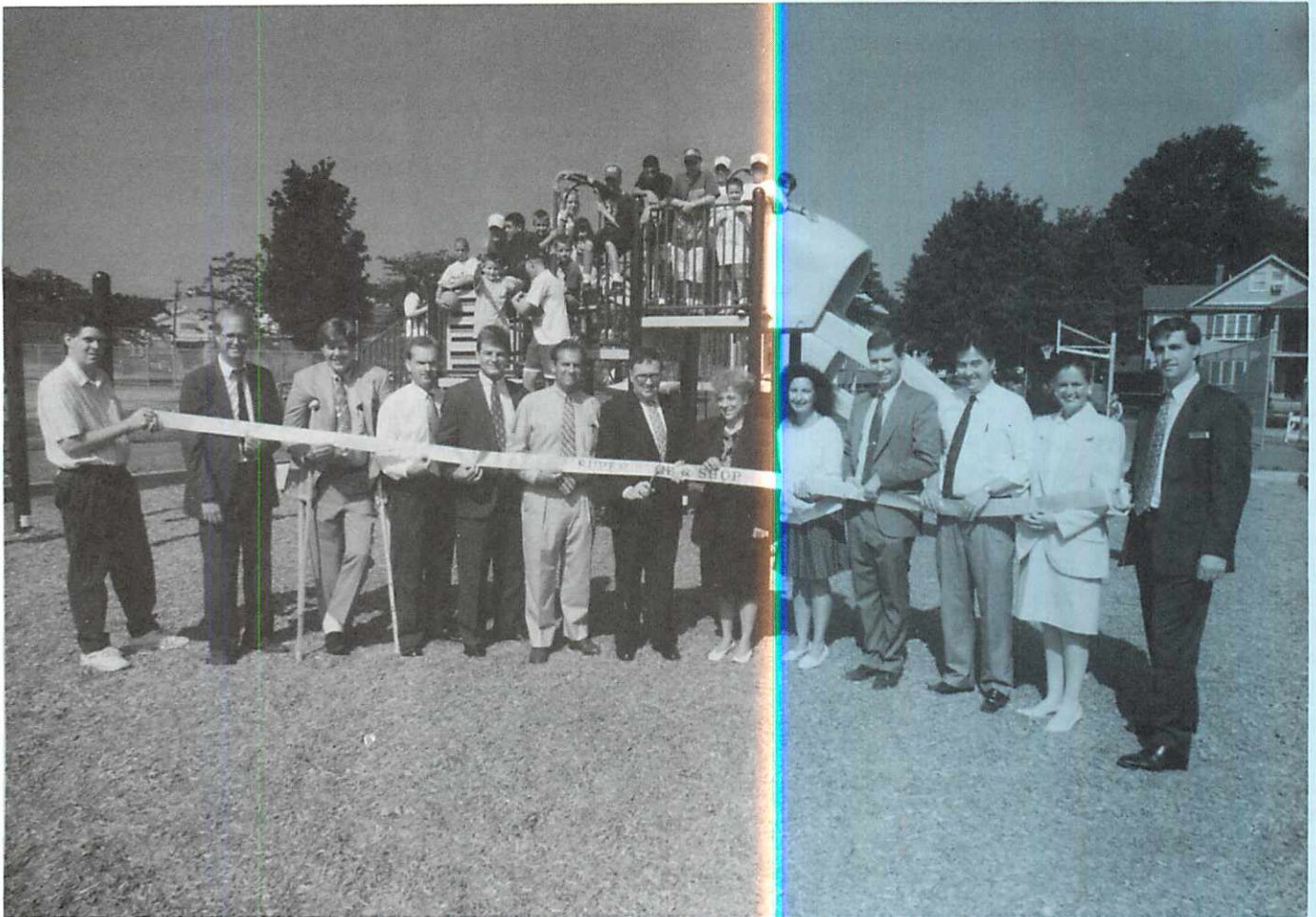
During 1993, the Board of Appeals received a total of ninety-nine (99) petitions. These petitions included: 40 applications for Special Permits, 10 applications seeking Variance relief and 55 Accessory Apartment applications. Fees collected for those hearings from January 1, to December 31, 1993 totaled \$21,360.00.

As a result of a Blue Ribbon Committee formed to review governmental procedures and find effective ways to reduce the "red-tape", the Board responded by revamping their meeting procedures, wherein instead of two meetings, hearing night and decision night, one evening combination was instituted. This greatly reduced the turnaround time in getting petitioners' approvals.

In responding to the number of applications received for accessory apartments, the Board designated one meeting night each month for these specific petitions.

Members of the Board consisted of Joseph Leah, Chairman, Anthony Furia, Clerk, Jonathan Bockian, Anthony Cristello, Elaine Grey, John McCarthy, Alternate and John Marshall, Alternate and legal advisor, Attorney Michael Barba.





*Ribbon cutting ceremony for dedication of Bemis Playground renovations  
which were funded as part of the new Super Stop & Shop project*

1994

During 1994, the Board of Appeals received a total of eighty-nine (89) petitions. These petitions included: 40 applications for Special Permits, 24 applications seeking Variance relief, 3 applications Appealing the Determination of the Zoning Enforcement Officer and 36 Accessory Apartment applications. Fees collected for those hearings from January 1 to December 31, 1994 totaled \$18,672.50.

On March 9th of this year, the Board of Appeals as well as the Town of Watertown mourned the sudden passing of Joseph Leah, Chairman of the Board. Joe was a dedicated leader in the community and served it well for over 16 years. It will be difficult to fill his shoes and without a doubt we will miss him.

Filling the Chairman's shoes at this time was the former Clerk, Anthony Furia with Anthony Cristello as acting clerk until June, when Elaine Grey was elected Clerk. Anthony Furia remained Chairman, John McCarthy became a full member in April with Jonathan Bockian,

Anthony Cristello, and Elaine Grey with John Marshall as Alternate. The search for an alternate member had begun.

#### **Zoning Enforcement Officer**

	1992	1993	1994
Complaints/Inquiries	785	730	876
Review of Building Applic.	420	515	602
Review of Occupancy Applic.	63	67	73
Review of Sign Applications	61	51	48
Special Permit/Variance	4	5	5
Conditions Reviews			
Board of Appeal Meetings	16	17	17
Waltham Dist. Court Appear.	11	7	9
Non-Criminal Notice of Violation -- Tickets Issued	4	-	-



## Facilities Inspection Division

Inspector of Buildings	1992	1993	1994
Building Permits Issued	406	417	499
Occupancy Permits Issued	63	67	73
Sign Permits Issued	61	51	48
Certificate of Inspections Issued	22	42	25
Inspected For License Renewals Restaurants/Bars	32	30	25
Inspectors Fire Damaged Buildings	1	2	1
Complaints Received	38	30	27
Building Violations Letters Issued	29	14	15
Stop Work Orders Issued	1	2	2
Buildings Condemned	1	1	1
Non Criminal Notice of Violation Tickets Issued	5	-	-
Accessory Apartment Inspections & Follow-up Reports	-	49	41
New Constructions:			
Residential	\$689,200	\$494,600	\$963,200
Non Residential	\$127,000	\$585,000	\$2,455,000
Extensions and Alterations:			
Residential	\$2,046,161	\$1,976,430	\$2,673,719
Non Residential	\$5,500,186	\$4,583,070	\$5,206,913
New Dwelling Units:			
Single Family	2	2	9
Two Family	3	2	4
Three Family	1	-	-
Razings:			
Single/Two-Family House	1	3	2
Garages	3	5	-
Cement Block Buildings	4	3	4
Warehouse	1	-	-
Pools:			
In Ground	2	2	-
Above Ground	2	2	-
Conversions:			
Single Family To Two Family House	1	-	1
Three Family House To Two Family House	1	2	1
Beauty Shop To Apartment	1	-	-
Rooming House to 2-family	1	-	-
Two-family to Single	-	1	1
Two-family to 3 Units & dental office	-	-	1
Misc:			
Handicap Ramps	6	7	1
New Decks	20	13	7
Rebuild Existing Decks/Porches	44	28	21



<b>Inspector of Plumbing and Gas</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>
<b>Plumbing:</b>			
Number of Plumbing Permits Issued	412	409	359
Progress	66	91	140
Rough	136	137	148
Final	308	320	373
Layout and Design	60	43	47
Plan Review	47	34	37
Reinspection	31	23	71
Illegal	21	31	27
<b>Gas Fitting:</b>			
Number of Gas Permits Issued	351	354	327
Mercury Tests	146	137	152
Final	229	208	314
Plan Reviews	23	8	23
Layout and Design	41	27	41
Progress	39	65	74
Illegal	5	6	19
<b>Fees Received from Plumbing/Gas Fitting Permits:</b>	<b>\$15,743</b>	<b>\$19,290</b>	<b>\$21,360</b>
Accessory Apartment Inspections	-	41	52
Building Inspections	34	27	21
Complaints Investigated	-	17	17
Certificate of Occupancy Inspections	-	7	9
<b>Meetings:</b>			
Attorneys	25	24	14
Architects, Engineers	22	18	30
Boston Gas Company	14	14	10
Building Inspector	38	60	65
Contractors	45	66	57
Department of Public Works	19	19	17
Department of Community Development & Planning	9	9	3
Educational	5	2	11
Fire Prevention Inspector	21	18	9
Health Department	10	9	3
Manufacturer's Representatives	11	5	21
Massachusetts Water Resource Authority	-	5	2
New England Associates of Plumbing Inspectors	4	2	5
Plumbing & Gas Inspectors	10	12	25
Realtors	14	15	17
State Board of Plumbing Examiners	3	2	4
Town Hall Associates	3	6	8
Watertown Housing Authority	2	2	1
Watertown School Department	14	9	4
Wire Inspector	18	38	45
Zoning	9	9	11
<b>Complaints Investigated:</b>			
Plumbing/Gas Fitting, Heating, Sewer, Misc.	20	15	21

Beyond the execution of the above report, preparing and issuing plumbing and gas fitting permits, and related keeping of records, the usual daily office hours were kept. Therewith considerable time was spend in consultation with plumbing contractors, property owners, architects and engineers in reviewing plans, specifications, and investigating complaints. As alternate building inspector time was spent performing the duties of this position along with the normal responsibilities as plumbing and gas fitting inspector.



### Inspector of Wires

	1992	1993	1994
Permits Issued	457	487	451
Inspections and Reinspection	1320	1200	1150
Inspections For Occupancy Permits	20	20	18
Inspected For License Renewals Restaurants/Bars	27	20	10
Complaints Investigated	20	17	12
Fire Investigations	7	6	8
Electrical Layouts for Town and Contractors	14	9	11
Accessory Apartment Inspections and Follow-up Report	49	41	

Fees Collected:	\$25,676	\$30,309	\$38,059
-----------------	----------	----------	----------

### Electrical Violations:

Equipment	2	2	3
Homes	23	14	15
Restaurants/Bars	12	6	2
Industrial	5	12	5

### Petitions Approved for Town Council:

Boston Edison	3	2	1
N.E. Telephone	6	5	7

### Meetings:

Consultation & Information With Town Residents	25	14	12
Boston Edison	10	10	13
New England Telephone	7	8	7
Electrical Inspectors	20	15	17
Traffic Commission	10	10	10
Building Department Personnel	18	20	22
Health Department	5	2	4
Fire Inspector	12	8	7
Fire Alarm Inspections	15	12	10

\*\*\*\*\*

### Conservation Commission

"Cities are places where they cut down the trees and then name the streets after them."

1992

#### Watertown Named "Tree City USA" Again

Watertown has been recognized again for its commitment to the planting and care of town trees. The Conservation Commission has been named Tree City USA three years in a row now. It is vitally important that towns and cities do a good job of managing trees. Trees have long been recognized for the beauty and value they lend to our homes, neighborhoods, parks and business areas. At the same time, those trees help clean the air and keep the atmosphere in balance.

The Conservation Commission held a sing-a-long at the Hosmer grammar school for grades kindergarten through

third grade for Arbor Day and Tree City USA 1991.

Town Manager Joseph Painter gave a short speech and Earthtunes gave a grand performance singing environmental songs. Children participated using clever props.

#### Wetlands

The Commission continues to protect the Town's wetlands with the Watertown Wetlands Ordinance in conjunction with the Wetlands Protection Act.

#### Hearings and Public Meetings

93 California Street  
MDC - Dealty Pool Project  
State Department of Public Works  
Mount Auburn Cemetery  
General Services Administration



### *River Walkway Project*

The Commission, in cooperation with the MDC, is working with companies along the Charles River to establish a river path from Galen Street to Waltham. Riverbend Office Park (9 Galen Street) constructed their portion of the riverwalk in the summer of 1991.

Peter Fuller Dodge will be donating a generous portion of their property at 414 Pleasant Street to the MDC that abuts MDC land along the river. This will enhance the future portion of the path planned between their property on Pleasant Street and the Charles River.

### *Trees*

This year the commission was able to plant 40 trees around town. Emphasis was placed on planting Capitol Street to replenish many of the trees that once formed a canopy along this street. The Commission is continually striving to expand the tree program to plant as many trees possible every year. The tree population in town is mature and we are losing trees faster than we can plant them.

### *Mass Releaf Grant*

Twenty-seven sophora trees were planted with a \$19,980.00 grant received from the Small Business Administration along Arsenal Street between S.B. Green Company and Butts and Ordway at 400 Arsenal Street. Trees were planted along the north side of the street in this planting. The Commission has had plans for planting the entire length of Arsenal Street prepared since the early 1980's. With the assistance of grant monies, the Commission hopes to have Arsenal Street planted in its entirety in the next few years. This will create a gateway effect as you enter the town through this major artery.

### *1993*

Members included Steven Quintiliani, Chairman, Robert Collini, Marylouise McDermott, Cassie Thomas, David McDonald, Eileen Zubrowski, John Hawes, and Patricia Schiavoni.

### *Wetlands*

The Commission continues to protect the Town's wetlands with the Watertown Wetlands Ordinance in conjunction with the Wetlands Protection Act.

### *Hearings*

Boston and Maine Railroad  
United Parcel Service  
Scarborough Realty - 294 Pleasant Street  
Rizzo Associates - 700 Pleasant Street  
Super Stop and Shop - 700 Pleasant Street  
Resna Associates/Sawins Pond  
Boston Scientific Corporation

Ruland Manufacturers - 380 Pleasant Street  
Raytheon/Walkers Pond

### *Trees*

The Commission planted twenty-five residential trees this year. The Arsenal Mall, Direct Tire and Superfitness Gym donated a total of \$8,000.00 to help the Commission continue tree planting in Watertown. Super Stop and Shop donated \$25,000.00 earmarked for tree planting on Pleasant Street once the street has gone under reconstruction.

### *1994*

In 1957, Massachusetts became the first state to establish municipal agencies dedicated to the promotion and protection of natural resources, by the acceptance of the Conservation Commission Act. In the early 1970's, Conservation Commissions were also charged to carry out wetlands protection via the Wetlands Protection Act. And, in 1989 the Watertown Conservation Commission adopted regulations for the newly established Watertown Wetlands Ordinance, Chapter XV. This bylaw gives greater means by which to protect Watertown's wetlands.

Members included David McDonald, Chairman, Robert Collini, Marylouise McDermott, Cassie Thomas, Eileen Zubrowski, John Hawes, and Patricia Schiavoni

### *Wetlands Hearings*

Marco Solo Restaurant  
Raytheon/Walker Pond  
Watertown Yacht Club  
Army Corps of Engineers/N. Beacon Street Parkland  
Army Corps of Engineers/670 Arsenal Street

### *Land Acquisition*

The Conservation Commission is looking forward to acquiring six to seven more acres of conservation land after the closure of the Army Materials Laboratories.

### *Trees*

This year the Conservation Commission only had enough funds and donations to plant eighteen residentially requested trees. They were planted on front lawns and tree aprons throughout town. The Commission also, through a grant received under the Small Business Administration and the Mass Releaf program, was able to plant 30 large honeylocust trees on Arsenal Street, a street in great need of beautification and relief from the combustion byproducts of automobile traffic. Two trees were planted by the Conservation Commission and Trees for Watertown in memory of Joseph Leah, former Chairman for the Board of Appeals.

Although the Town has not funded the spring tree



planting program now for several years, the Commission has worked diligently to upgrade and revise their tree planting contract. This will enable the Commission to obtain the best contractors and plant materials with a much more thorough and effective maintenance plan. Once the contract is complete, the Commission will be actively applying for various tree planting grants. Watertown continues to lose many of its mature trees and it is necessary to replant continuously in order to maintain Watertown's urban forest.

The Conservation Commission continues to get a steady stream of tree requests from residents who are eager to plant trees in front of their homes to help contribute to the beauty and environmental health of Watertown.

#### **River Walkway Project**

The Commission is pursuing land acquisition behind Pleasant Street as they have with companies such as Riverbend Office Park, Peter Fuller Dodge, and Super Stop and Shop in conjunction with the Metropolitan District Commission to open up river access to the public and in order to obtain a greater green corridor which provides better protection for the Charles River and its related resources.

#### **The Watertown Housing Partnership**

During the years from 1992 through 1994, the Housing Partnership was successful in securing \$533,000 in federal HOME funds from the US Department of Housing and Urban Development. The funds will primarily be used for the First Home program which provides downpayment assistance for low and moderate income first time homebuyers. The Partnership, working with Watertown Community Housing (WCH), established the program in 1993. Four Watertown families purchased their first homes during this period. WCH also conducted first time homebuying seminars with 48 persons earning their certificates.

The Housing Partnership updated Watertown's Comprehensive Housing Affordability Strategy (CHAS) which provided an analysis of the housing needs facing the community as well as a plan to address those needs.

Also during this period, the Housing Partnership, through the Department of Community Development and Planning, continued its work as a certifying agency for the Massachusetts Housing Finance Agency's (MHFA) Home Improvement Loan Program. The Department has made over \$100,000 in loans to senior and low and moderate income homeowners for energy conservation improvements, exterior repairs, and interior modernization. The Department has also been named to administer MHFA's Lead Paint Abatement Program.



*Piedmont St. Family assisted by First Home Program*

#### **Arsenal Reuse Committee**

The Arsenal Reuse Committee was appointed in 1988 to oversee the closure, environmental restoration, and reuse planning of the U.S. Army Materials Technology Laboratory ("Arsenal"). Comprised of fifteen (15) members from differing sectors of the community, the Committee accomplished several important objectives from 1992 through 1994.

With the assistance of Congressman Joseph P. Kennedy II and Representative Warren Tolman, who is a member of the Committee, a Defense-State Memorandum of Agreement (DSMOA) was signed. The document allowed the Massachusetts Departments of Environmental Protection (DEP) and Public Health (DPH) to act as the Town's technical consultants for the environmental investigation and remediation of the base. The Department of Defense funded this effort which was nearly \$600,000, or 1% of the Arsenal closure budget of \$60 million. Included in this oversight by DEP-DPH were the Facilities Decommissioning Plan, the Phase II Remedial Investigation, and the initiation of dismantling activities for the Research Reactor Building.

During 1992 and 1993, the Committee initiated the Reuse Planning and Feasibility Study for the Arsenal Property. This effort resulted in a plan which recommends the most feasible and advantageous reuse



options for the property. After an extensive Request for Proposal (RFP) and interviewing process, the Committee selected the firm of David Dixon-Goody Clancy to conduct the study. The Committee is pleased to report that the \$210,000 study was funded fully by grants from the Department of Defense-Office of Economic Adjustment (\$185,000) and the Massachusetts Government Land Bank (\$25,000). Following extensive public meetings, a Reuse Plan was adopted by the Committee and the Town Council and recommends a mixed use scenario for the redevelopment of the 37 acre parcel.

The primary reuse option envisions a commercial area capable of generating new job opportunities and tax revenue for the community. Reuses such as research and development, light manufacturing, computer software, office space, and other high quality sectors of the economy are promoted. A residential zone has been designated adjacent to the previous Arsenal redevelopment housing and envisions up to 150 new dwellings with a component of affordable units.

Seven acres of the facility have been set aside for open space, recreational, and historical reuses. Through the National Park Service's Historic Monument Public Benefit Transfer, the Town will be granted this area at no cost. It contains the Commander's Mansion which is listed on the National Register of Historic Places. The landscape was designed by the famous Olmstead Brothers firm. The mansion will be available to the public as a museum, and as a cultural and community center.

In 1994, the Reuse Committee was awarded \$306,000 to begin implementing the recommendations of the Reuse Plan. The US Economic Development Administration awarded \$262,000, and the Mass Government Land Bank and Executive Office of Communities and Development awarded \$22,000 each to assist with several real estate pre-development tasks including marketing, environmental permitting, fiscal impact analysis, infrastructure engineering, and project financing. Also during this period, the Department of Defense revised the regulations for closing and redeveloping military bases. Through the President's 5 Point Plan and the Pryor Amendment, the process was made more efficient and cooperative with local communities. The new guidelines will allow Watertown to have more local control and timeliness on the revitalization of the property.

Environmental remediation activities continued at the Arsenal property through 1994. The facility's research reactor was demolished and low level radiological waste was removed from both interior and exterior surfaces. The Remedial Investigation for both building interiors and soil-groundwater chemical contamination was completed and is being used as a guide to develop the plan to clean the property for a safe and high quality reuse.

Lastly, the Committee executed a Memorandum of

Agreement for Historic Preservation of the Arsenal. This document will help preserve for future generations the extensive historical significance that the Arsenal has played for the nation and the Watertown community. Since most of the property is either listed, nominated or eligible for the National Register of Historic Places, the sensitive redevelopment of the Arsenal is a priority.

#### **Blue Ribbon Panel on Economic Development**

The Blue Ribbon Panel on Economic Development, hereinafter referred to as the "Panel", was appointed by the Town Manager in May, 1992. The Panel was created as an element of a Five Point Plan for Business Development in Watertown proposed by the Town Council, and is comprised of the following individuals:

John Portz, Professor of Public Administration at Northeastern University  
Mike Kelliher, General Manager-Arsenal Mall and President of the Watertown Chamber of Commerce  
Hope Tsacoyeanes, Executive Vice President, Watertown Chamber of Commerce  
James McDermott, Chair, Watertown Planning Board  
Joseph Leah, Chair, Watertown Zoning Board of Appeals  
Bob Collini, Watertown Conservation Commission  
William Nealon, Commercial-Industrial Realtor  
Paul Darcy, Manager, Northeast Savings Bank  
Joanna Erickson, Concerned Citizens Group

The Panel was assisted by Mark Boyle, Director of Community Development and Planning, as well as Frank Creedon and Tim Egan, Master of Public Administration candidates from Northeastern University.

The goals and objectives of the Panel were developed from the above referenced Five Point Plan and contained the following charges:

1. Identify the economic needs of the community with specific reference to employment, tax base and property revitalization, as well as the types of businesses to attract to Watertown to satisfy those needs;
2. Complete an inventory of all available commercial and industrial space currently in Watertown;
3. Identify current businesses in Watertown most likely to expand;
4. Develop an outreach and marketing strategy including incentives to promote Watertown and target industries which will satisfy the specific needs of the community;
5. Make business revitalization and economic development a priority of the Watertown community for the purpose of expanding and enhancing the tax base and creating job opportunities.

The Five Point Plan and the Panel were established in



response to the deteriorating economic conditions facing Watertown. While not inconsistent with the regional and national downturn, the community was experiencing its own symptoms of financial ill-health. Those conditions included a rising unemployment rate, a loss of nearly 3,000 jobs since 1988, business closings and down-sizing, growing vacancy rates, and a dramatic reduction in development and tax-producing investment activity. Coupled with shrinking local aid, Watertown's ability to fund the cost of adequately delivering its services to the public is threatened.

As a strategy to address these problems, the Panel conducted several months of research to identify and recommend solutions. A survey of the business community was conducted, and an in-depth analysis of the Town's agencies and processes was completed. Also, an examination of the economic trends and the growing and declining business sectors was carried out.

In January of 1993, the Panel issued its Final Report containing several recommendations which should serve as a blueprint to guide Watertown's economic recovery and the community's continued fiscal good health. The major recommendations include:

- a. Economic development policy statement
- b. Strengthen community resources for economic development
- c. Formulate a business attraction strategy
- d. Streamline regulatory review process
- e. Improve communication between town government and the business community

The Panel met periodically over the next months to monitor and advocate the implementation of the recommendations. The Panel is pleased to report that all of the recommendations are being supported and adopted. The following is the Economic Development Policy Statement which was unanimously endorsed by the Planning Board and Town Council:

WHEREAS, Watertown has historically been a center of business and industry providing quality jobs, products, and technologies, and

WHEREAS, the fiscal health and stability of the community depend on the continued growth and investment in the local economy, and

WHEREAS, providing an environment and climate attractive to business development is necessary for Watertown to keep its competitive advantage, and

WHEREAS, economic development in Watertown will

foster increased job opportunities, an enhanced tax base to provide for public services, property revitalization, and a better quality of life for its citizens, and

NOW THEREFORE BE IT RESOLVED that the Town of Watertown supports a policy of economic growth and development which emphasizes the importance of retaining existing businesses and encourages the location of new businesses to the community, and

BE IT FURTHER RESOLVED that said policy is being adopted to promote the economic health and stability of Watertown and its citizens.

## School Department

During the past three years the Watertown School Department has continued to progress in the numerous areas outlined in the Watertown Public Schools Strategic Plan. The Strategic Plan was initiated under the direction and leadership of the Watertown School Committee and endorsed by the committee in the fall of 1990. The long term plan was accomplished through broad community commitment. A yearly action plan provides the framework that keeps the system focused on the fulfillment of its mission. Efforts to support the goals of the Watertown School Department are reflected through a variety of accomplishments in curriculum development, student and professional achievement and involvement by parent and community advisory groups.

Watertown is a community that cares deeply about education. It is important that the citizens of Watertown have a tool that measures the effectiveness of its schools. In the absence of a comprehensive way of examining school success, an Indicators of Success Study Group was formed in the spring of 1992 to organize and promote the discussion of how we might better define and monitor the success of the Watertown Public Schools. The challenge was to develop a useful set of criteria and indicators that broadens its approach to examining school and student success. The purposes of providing this array of indicators are to ensure accountability, to foster confidence in the public schools, to encourage data-based decision-making for school improvement and to track progress over time.

The Indicators of Success Study Group in June, 1993, recommended to the Watertown School Committee variables to be utilized in analyzing the progress and success of the Watertown Public Schools in three major categories: The Watertown Community, which is a narrative and demographic description of the community and the student population; Process Indicators, which are



the variables that define what the system, parents and/or community do to support quality education; and Outcome Information, which are the variables that best define the educational results. The Indicators of Success Report is a comprehensive report that is presented in the fall of each year for the previous school year. There are numerous program initiatives and innovations currently in practice in the Watertown Public Schools. Highlights of the programs initiated between 1992 and 1994 follow.

### Mathematics Department

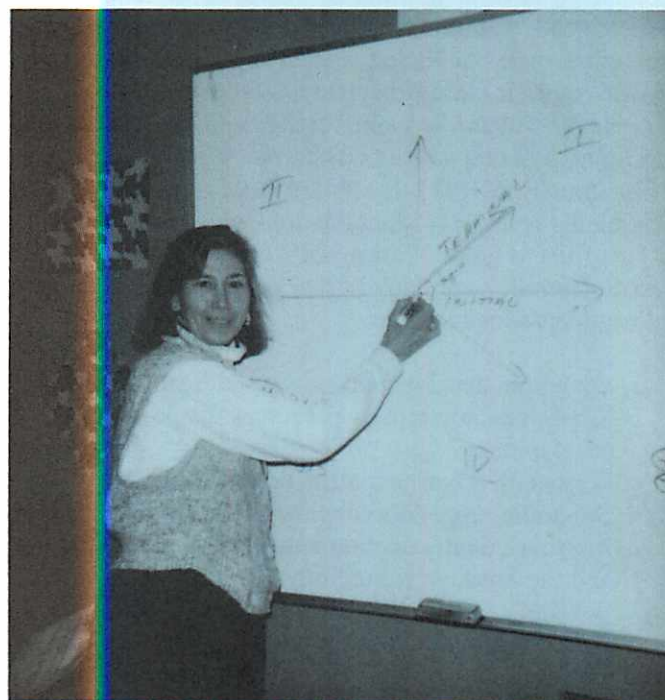
The Mathematics Department continues the process of implementing curriculum and evaluation standards published by the National Council of Teachers of Mathematics in the Spring, 1989. Teachers are focusing particularly on making mathematics something one does through solving problems, communication and reasoning, and making the learning of mathematics an active, constructive process. At all grade levels, K-5, teachers are incorporating many aspects of problem solving in their lessons. Students are getting more practice in a range of problem solving strategies as teachers make use of a variety of published sources. Teachers are drawing upon real life situations to present problems that are meaningful to children. This enables students to see how problem solving skills connect to other subject areas and to their own experiences. Also teachers have been piloting many new math programs with a goal of adopting one program for the system.

At the secondary level, a major initiative of the mathematics department is to provide training in cooperative learning methods for all math teachers. The positive outcomes of cooperative learning strategies have been well documented. Research indicates that cooperative learning experiences in the mathematics classroom foster improved attitudes toward the subject matter and toward the instructional experience. The course Advanced Topics in Mathematics was implemented in 1993/94 at the High School and focuses on applications in mathematics that deal with real-life situations. The importance of analyzing data from different disciplines, understanding mathematical models, and using technology (graphics and scientific calculators) are stressed. Linear equations, linear programming, matrices, the mathematics of finance, accounting principles, probability and statistics are areas of concentration. Cooperative learning and sharing of understanding is encouraged as a preparation for work beyond high school.

One program that is being used in the Middle School as well as in some parts of the High School mathematics program presents mathematics in an entirely different format. The emphasis is on reading and problem solving. The lessons are written for students and each contains questions on that reading. It is believed that students

must learn to read mathematics in order to become able to deal with the mathematics they see in newspapers, on television, on any job, and in school.

Another initiative of the department was to implement technology into the math program. Increasing the numbers of graphing calculators at the High School has been a goal of the mathematics coordinator. Teachers received training on graphing calculators supported by funding from the D.D. Eisenhower Professional Grant. Also, eight teachers were awarded a grant from the Watertown Education Foundation in the use and implementation of graphing calculators in classrooms.



*High School Math Teacher Robin Fies*

In addition to the grants mentioned above, Charles Garabedian, Coordinator of Mathematics, and Patricia Stayn, math teacher at the High School were awarded a National Science Foundation grant to participate in a summer program at Boston College (1993) to study discrete mathematics topics for implementation in the classroom. Robin Fies, also a math teacher at the High School, was named a Peter Farrelly Teacher (1994) for her expertise in Mathematics Education.

### Elementary Science

During the past three years, many new initiatives and projects have been introduced and implemented in science in the elementary schools. The primary goals are consistency in the curriculum, hands-on inquiry-based learning and integration with all disciplines, especially math and social studies. In grades 3 and 5, respectively



the Voyage of the Mimi and The Second Voyage of the Mimi were introduced. These programs integrate science with social studies, language arts, computer technology and math.

The Tufts Project provided eight primary teachers the opportunity to develop hands-on curriculum in physical science with support and instruction from mechanical engineering students at Tufts University. This three year project was introduced and supported by the EDCO Collaborative.

The First Annual Spring Kite Day was initiated in the elementary schools. Kites measured, designed, painted and assembled by third graders were proudly flown at the Hosmer School field. The success of Kite Day has resulted in an annual experience for the elementary school students. Project CURRENT was established for students and the community to become more aware of the environment and history around the Charles River. This multi-disciplinary curriculum has been developed incorporating science, social studies, math, language arts, library science, art, music and physical education. The Environmental Protection Agency funded the program during the 1993-94 school year to provide teacher training and materials at the Cunniff School.

During the 1994-95 school year, teacher training and sharing was expanded to include the Hosmer, Lowell and other Cunniff teachers with the support of funding from the Watertown Education Foundation. In June of 1994, all fifth graders had the opportunity to attend a residential, environmental camp for three days. Horizons for Youth in Sharon, Massachusetts is staffed by instructors trained in environmental and behavioral science. Students participated in noncompetitive games, nature walks, and activities that focus on self-esteem, self-confidence and trust. Many staff members, administrators,

parents and organizations, such as Project DARE and the managers of the Health, Tobacco Grant donated funds to provide scholarships for those students who otherwise would not attend.

### English/Language Arts

The Watertown English/Language Arts Department piloted its own writing assessment program for every student grades 6-12. An individual writing profile, addressing specific strengths and weaknesses, is developed for each student, class, and grade. Curriculum is adjusted accordingly. At Watertown High School a humanities course for seniors and a cross-grade reading-writing workshop course were added to the English curriculum. In addition, an interdisciplinary course in American Literature and US History was piloted by the English and Social Studies Departments.

Watertown Middle School English teachers used the summer vacation to structure new interdisciplinary teaching units on the Civil War, Immigration, and Accepting the Challenge: Peace in Bosnia. The Elementary Language Arts Program continues to be a literature-based program. All elementary classrooms utilize children's literature as an integral part of the literacy program. Teachers continue to be engaged in Process Writing and integrate writing and reading. Many teachers employ portfolios in writing as a means of authentic assessment.

A major initiative has been the implementation of Reading Recovery which is a short term intensive reading intervention program. The aim of the program is to raise the reading levels of the lowest 20% of the first grade population so that they can be mainstreamed into the regular classroom and function at the average level of first grade students. The results of this program indicate that 84% of the first grade students serviced by the Reading Recovery Program have successfully completed the program and returned to the regular classroom. Also, the Watertown Public School system was successful in receiving a \$35,000 grant to develop a Reading Recovery Training Site. In addition to training Watertown's Reading Recovery Teachers, teachers from Framingham, Ashland, Newton, Westboro and the Maimonides School in Brookline have been trained at the Watertown site.

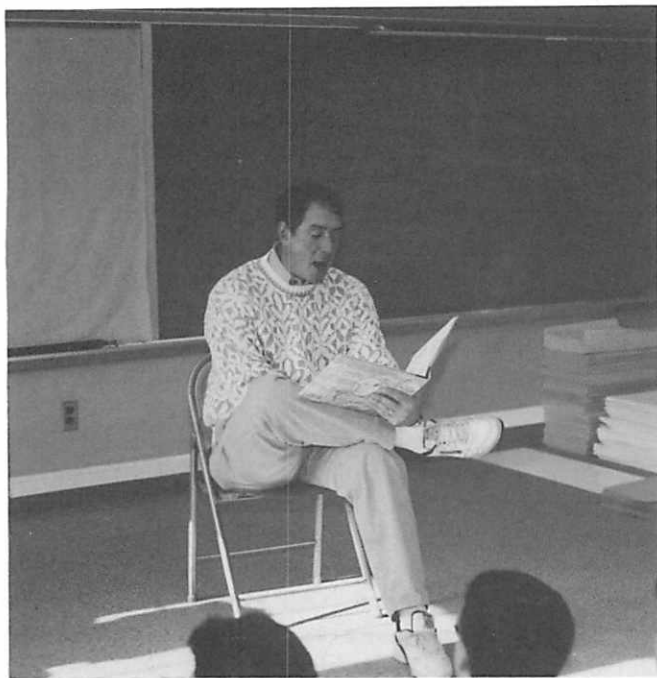
The Watertown Public Schools have sponsored several "Celebrity Read Aloud" Programs as part of the Massachusetts Reading Is Fundamental Initiative. Many celebrity readers have visited our schools and read to our elementary students. In addition to many local people who have volunteered to read, several television and radio personalities have participated in the Celebrity Reader Program. We have been very fortunate to have Bob Lobel, WBZTV Sports Anchor, read to our elementary



*Outdoor Noncompetitive game at Horizons for Youth*



children. He is pictured reading to a group of children from the Lowell Elementary School.



*Celebrity Read Aloud Program with Bob Lobel*

The Watertown Public Schools have been regular participants in the Young Authors' Program sponsored by the Greater Boston Council of the International Reading Association. Young authors from the greater Boston area attended a conference to share their original literary works. Several Watertown students from grades 1 through 6 were recognized for their writing achievements. The month of March is designated as "Reading Olympics Month" in Watertown's Elementary Schools. The idea of having a Reading Olympics was initiated by Mim Flecca, a teacher at the Hosmer Elementary School. Due to her efforts, Watertown's Elementary School children participate in a month long reading program which culminates in an awards ceremony where students are presented gold, bronze, and silver medals for their reading efforts. The record number of hours read by all elementary students is 23,366 hours. The P.T.U. Organization of the Watertown Public Schools awarded a \$600 Mini Grant to help pay for the Reading Olympics.

#### **World Language**

The Foreign Language Department is now called the World Languages Department. Watertown hosted students from Spain for two weeks. Students lived with Watertown families and attended daily classes at Watertown High School. In February, 1994, the World

Languages and Social Studies Department sponsored a 10 day tour to three European capitals, Rome, Paris, and London. Eleven Watertown High School students and two faculty members sponsored and chaperoned the tour. There is an active International Club which sponsors visits to museums and ethnic restaurants. The department has hosted a variety of guest speakers on Venezuela, France, Zaire, and Italy. French and Spanish Advanced Placement students have participated in the World Learning Cultural Exchange program at Bentley College. MCET French students have been chosen to participate in their interactive television program. World Language students have participated in LeGrand Concours (French), NJCL (Latin), and SAT Listening exams. The Department representation of the Middle School Tracking Committee has recommended that foreign language study commence in the 6th grade for all students.

#### **Occupational Education**

The Occupational Education Department implemented a Computer Aided Design (CAD) Program and expanded program offerings over the past three years. The Puppet Theater now being used in the Children's Room of the Main Library was designed and constructed by students in the Wood Program. The Fashion Show, an annual event, provides an opportunity for students of the Clothing and Fashion Program to publicly showcase their work.

Occupational Education Department staff participated in a Curriculum Frameworks Study Group to help align the Occupational Education curriculum with the State mandated frameworks. As part of the Child Development Program, students in the course were assigned to local preschools in addition to town elementary schools. Partnerships with Mass. Bay Community College and Aquinas College are being developed for business education, child development studies, and automotive program.

Local business partnerships continue to be a source of education for our students. Speakers make presentations to business classes concerning their field. Individuals who spoke to the students included John M. Madden, Controller, WGBH Educational Foundation and Eileen Glass, Human Resources Director of Sasaki Associates. As part of career awareness, several female students in Occupational Education participated in a Gender Equity Conference.

#### **Art**

Art is basic to the core curriculum and offers all students the opportunity to develop their critical and creative thinking skills, explore careers in the visual arts and develop an appreciation for the "creative spirit" in each of us. The art faculty continues to work toward this goal and has seen success through student achievements



and professional development.

Highlights of the Art Education Program include: Awards in the Boston Globe Scholastic Art Award: Wang Center "Art By Kids" honors mural painted by Ms. Pannesi's 5th grade class with Mrs. Friedman at the Hosmer School. Artwork by students was selected for the State's Youth Art Month Exhibit at Symphony Hall. During the month of April, the Alumni Art Exhibits held at Watertown High School. The Art Department and the Watertown Mall hosted 300 students and parents at the opening of Young Artists reception of the Annual Student Art Exhibit. Watertown's Jessica Marcus and Amelia Kadiff were delegates to Art-All-State.

Professional Art Staff are involved in a number of professional development endeavors, including a tour of the Busch-Reisinger Museum at Harvard, workshops at the Museum of Fine Arts in Boston and the Understanding Art course offered at Watertown High School by Research for Better Teaching.



*Middle School students with art teacher Joanne Murman and student teacher John O'Connell work on "Respect" mural*

The Art Staff began the arduous task of writing a new visual arts curriculum. Dr. William McManus, adjunct professor of curriculum at Fitchburg State College, presented three sessions on writing a fine arts curriculum for the staff to kick off this endeavor. The Art Department hosted an outside evaluation team as part of the curriculum review cycle. Members of the Art and Music Departments meet together to study the "Arts Curriculum Frameworks." This is a step toward interdisciplinary understanding and planning for the state

initiatives around curriculum and assessment. The Art Staff has been involved with Project Zero's subgroup, Project Muse, in the area of authentic assessment-motivating students to talk about Art. The department release days have been devoted to this topic and the study of various forms of authentic assessment is ongoing.

### Social Studies

The Social Studies Department has recently completed a curriculum review process which has evolved during the past three years. The entire program has been reviewed and evaluated relative to objectives, goals, skills, assessment and content. The primary focus of the department is to assist students in the attainment of democratic views and civic skills, knowledge and cultural understanding, life long skills which can be applied to all phases of learning and the importance of social participation. Special emphasis is being paid to the study of non-western societies in recognition of the need for better understanding of the history and culture of Asia, Africa, and other nonwestern peoples, while continuing to emphasize the centrality of western civilization.

Ongoing initiatives include the improvement of writing skills of students, the development of research skills and the use of critical thinking skills as applied to a historical content as well as in daily life.

Other modes of teaching and learning include use of primary sources, debate, role playing, cooperative learning, use of simulations, data-based inquiry, guest speakers and field trips. Skills are being developed through sequential, systematic instruction throughout the K-12 mode. Skills are grouped in a problem-solving/decision making format in the following categories: skills related to acquiring information, skills related to organizing and using information, and skills related to interpersonal relationships and social participation.

New initiatives include open-ended questioning, a form of authentic assessment which allows students to use higher order thinking skills through a variety of writing styles. The use of alternative assessment techniques is also a major focus of the Social Studies Department, a process designed to assess students strengths through a variety of different processes.

Arts and the Social Studies Departments have also collaborated on a series of interdisciplinary initiatives at both the Middle School and High School levels including an American Studies Program at the High School and a "Making Connections" Program at the Middle School.

### Music

Providing unity and cohesiveness in the music/drama curriculum has been a goal for the department. A result of working towards that goal is the elementary school band concert program in which combined choruses and



bands from each of the elementary schools perform as one large group. Nearly 300 voices and 60 instrumentalists gather each spring for the event at the High School. The High School Band and Chorus ventured to New York to see a Broadway performance of "Guys and Dolls". The students also participated in a Music Festival in New Jersey. Additional music events and programs include a dinner theater, a Concert Band Festival, improvisational theater, "Springfest", student directed/written performances, outreach concerts for the community, an after school keyboard program, and a Pep Band at football games.

The Lowell School Chorus conducted a series of concerts jointly with the chorus of the Blackstone School in Boston. Fourth and fifth grade students of both schools rehearsed and performed together at each other's schools. Mrs. Marilyn Darack, music teacher of the Lowell School, co-directed the program with Mr. William Peters, Blackstone School teacher. The event heightened children's awareness of the respect for differences.

### Guidance

During the past three years the Watertown Guidance Department has instituted many new programs to provide expanded outreach to students and parents. High School Guidance newsletters are sent to parents on a regular basis throughout the year. The newsletters provide information about programs, deadlines, testing, career information and other topics of interest. Parent/Guidance Breakfast discussion meetings are held at least twice a year at the elementary, middle, and high schools. The breakfast gatherings help to bring parents into a partnership with school staff communicating about developmental, academic, and career issues.

A series of programs for students at all grade levels is presented by the Guidance Department. At the High School, freshman orientation meetings take place in health classes. The sophomore PLAN testing, and junior and senior post high school planning classes are conducted in conjunction with the English department. Collaborative efforts with the Chamber of Commerce has expanded the Job Shadowing program for high school juniors and seniors. The development of a Middle School curriculum for classroom is presented by guidance staff on study skills, communication skills, respect, and career planning activities.

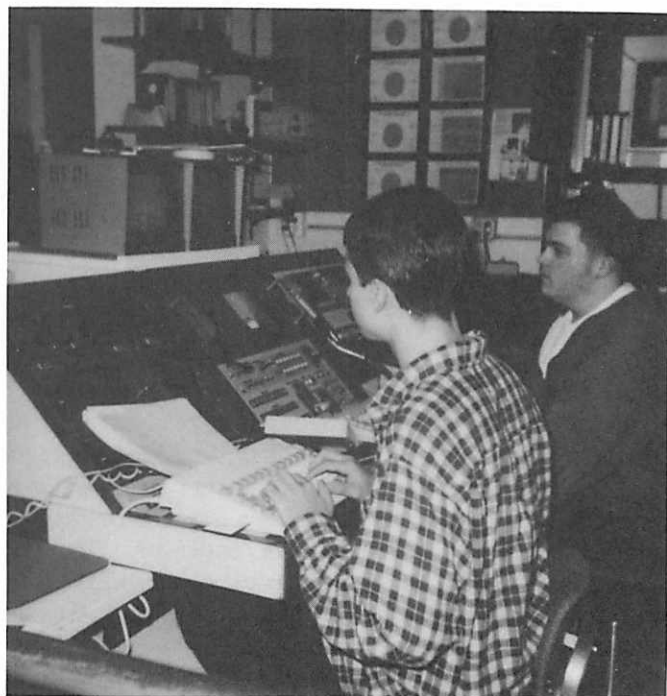
### Libraries and Instructional Technology

The program of the Department of Libraries & Instructional Technology is designed to assist learners to grow in their ability to find, generate, evaluate and apply information that helps them to function effectively as individuals and to participate fully in society. Through the use of media and technology in its many forms,

Watertown students acquire and strengthen skills in reading, observing, listening, and communicating ideas. The learner interacts with others, masters knowledge as well as skills, develops a spirit of inquiry, and achieves greater self-motivation, discipline, and a capacity for self-evaluation. The program challenges students to participate in exciting and rewarding experiences that satisfy individual and instructional purposes.

The Libraries & Instruction Technology Program is based upon interaction between the Libraries & Instructional Technology staff and the students. The staff strives to develop an understanding of the relationships between content and context, purpose and procedure, self and society. They advise students of the many resources (books, magazines, films, filmstrips, videocassettes, laser disks, electronic reference services, etc.) that are available to them. The resources and the technology to use them are constantly changing. The Libraries & Instructional Technology Program keeps pace with the changes; it must develop within our students an appreciation for literature and the skills necessary to make effective use of libraries and instructional technology both now and in the future. Towards these ends, the following were but a few of the activities during 1992, '93 and '94.

The collections at each of the 5 school libraries have begun a major reorganization. A consolidation of materials at each facility has taken place, outdated materials have been removed, and an inventory of the entire collection has taken place. We are updating the correcting the shelf lists at each school and are moving in



*Radio and TV Production at the High School*



the direction of automation. The collections at each school are designed to support students with a variety of learning abilities with a diversity of ethnic and cultural backgrounds. New materials have been purchased to increase and enhance the collections and to support the curriculum at each school.

New television equipment has been installed at Watertown High School. This new equipment has allowed for an updating of the video production program at the high school which in turn has produced increased enrollment in the program. New televisions and videocassette recorders have been purchased for each of the schools allowing for an increase in the use of video programming in the classrooms throughout the system. The participation by Watertown teachers and students in MCET teleconferences has increased. These accomplishments have been made possible through the cooperative efforts of the Department of Libraries and Instructional Technology, the Watertown Cable Commission and the Town Manager, along with the financial support of Continental Cablevision.

There have been a number of additional advances in the use of technology as a teaching and learning tool. The use of laser disks and telecommunications has increased throughout the system. Students view laser disks and discuss images, which were impossible for them in the past, through the use of laser disks; they compare their local environment with those of others throughout the country or gather weather information from the National Weather Service in Washington, D.C. through the use of telecommunications.

Throughout the system there has been an increase in the use of computers and the development of skills needed to use them. The establishment of an IBM computer lab at the High School allows students to be trained on programs that are currently used in the business world. A new Macintosh lab at the High School provides students with equipment to continue to use and develop their skills. The technology Advisory Committee developed a technology plan for the Watertown Public Schools. The completion of the plan is the priority of the Department of Libraries and Instructional Technology.

#### **Physical Education, Health, and Athletics**

The Physical Education program offers students a wide range of physical activities. The program is developmental at the elementary level with emphasis on gross motor skills and activities that promote social interaction, safety, and respect for one another. At the Middle and High School, the curriculum broadens to include team sports, fitness testing and self-testing skills, and life-time physical activities.

Health instruction is provided to all students K-9. The curriculum is adopting an interdisciplinary approach to

align with the "Building Resistance" Massachusetts State Curriculum Frameworks. Many opportunities in student support and staff development are funded through the Drug Free Schools and Health Protection Grant. Health programs supported by the grants are:

- Peer Mediation
- Student Assistance Program
- Adolescent Assault Awareness Prevention
- DARE Activities
- Smoking Cessation Programs
- Heart to Heart (AIDS Awareness Education)
- CPR/Emergency First Aid Training
- Project Alliance Initiatives

The Athletic program offers the students competition in eighteen different varsity sports. Watertown schedules thirty-six teams for athletic competition in the Middlesex League. Many of the teams continue to represent the community well at both the League and State level. One such team that has accomplished outstanding success is the Watertown High School Girls Field Hockey Team. The team has won such titles as Middlesex League Champions in 1992, 1993, 1994; Division II North Champions in 1992, 1993, 1994; and Division II State Champions in 1992 and 1994.

#### **Special Education**

The Department of Special Education prepared for a Visiting Team in 1992 to conduct the evaluation of special education services and programs as part of the curriculum review cycle. During that year a system wide survey was disseminated to all school personnel and a response report was developed from the survey for the Visiting Team. The Visiting Team assembled consisted of:

- A University Professor of Special Education
- Three Special Education Directors from other school systems: Boston, Woburn and Weston
- A teacher of children with special needs
- A parent of a child with special needs

The Visiting Team conducted an onsite visit in March and submitted a final report in June, 1992. Extensive training funds were made available to staff on follow-up support for Child Study teams, multi-age grouping practices, supportive inclusion, and in-classroom support by special education personnel.

The Department of Special Education Services dedicated department meeting time to review the Visiting Team's report on special education programs and services. This activity was part of the ongoing Curriculum Review Cycle for special education. Special education personnel visited other school systems in surrounding



communities to review programs, other service models. A direct outgrowth of these activities lead to the recommendation to conduct a number of summer workshops for special education personnel related to inservice training, Child Study team, the role of staff, and strategies for adaptation of curriculum and instruction.

A presentation to the School Committee of the Visiting Team's report and response by the department to the report was presented to the School Committee in April, 1993.

Also during this school year an expansion of the supportive inclusion model of instruction occurred at the elementary schools and the secondary schools.

### *School-Based Initiatives*

#### **Parent Outreach**

The need to reach out to parents of the school community is a vital one. Improved student learning is clearly tied to the development of partnerships with parents as well as to the initiation of research-based instructional programs for students. Some parents for a variety of reasons find entrance into the school community domain difficult. It may be due to a language barrier, a fear of school related to their own schooling, a lack of understanding about their role in helping their children learn, or sometimes a feeling of not being welcome.

A small component to the Twenty-First Schools Model which provides agency support, social service, and medical counseling support to families in the local community at the neighborhood school site is the Parent Outreach Program. Currently Parent Outreach is providing the link between the Hosmer and the community via a monthly communication device called "Bridges". In the first year of Parent Outreach the school community was surveyed in two languages by Parent Outreach Coordinators. The data provided a needs assessment for the program activities.

In order to expand this partnership and create an inviting atmosphere, a variety of activities are offered to increase involvement with the schools.

- Open houses and parent conferences
- Watertown High School outreach to the Armenian Community held at the Armenian Churches
- Outreach to the housing developments by the Lowell School staff
- Participation in planning Curriculum Forums
- Serving on Curriculum Advisory Committees
- Involvement with the Town-wide Raffle
- Membership in the Watertown Education Foundation
- Attendance at Guidance Breakfasts
- Serving on the Town-wide Strategic Planning Committee, school-based Strategic Planning Committees, and School Councils

- Involvement in the Chapter I Parent Center
- Involvement in student activities such as the International Night and the All Night Party
- Participation in Coffee Hours
- Participation in community activities such as Friends of Matt Galligan
- Volunteering for the Hot Line program
- Involvement in publishing the school newsletters

The Lowell School embarked on several parent outreach initiatives. The school administration met in several forums with parents to learn what they liked about the Lowell School and what concerns they had. Several parents opened their homes to host "coffees" where parents and the principal engaged in dialogue regarding their children's education. Kids-in-Common, the after school program which a number of Lowell School students attend, offered time for working parents to meet with the principals of both the Lowell and Cunniff Schools.

#### **Multi-Age Programming**

Multi-Age programming provides an opportunity for children of various chronological ages to be in developmentally appropriate environments that replicate real-life settings. The benefits of a multi-age program include: stability of a teaching team over a period of time; the opportunity to make lasting social connections with peers who have a span of two to three years; individually based curriculum; and a more efficient means of assessing a child's success socially and cognitively.



*Multi-age Classroom students working cooperatively on a computer activity*



### **Inclusionary Classroom**

The inclusionary classroom is an educational setting of students who may have physical, emotional, intellectual, social, and/or cognitive challenges. These students are an integral part of the mainstream and are supported through the assistance of an instructional classroom aide as well as inclusion specialists. The benefits of an inclusionary classroom setting are: increased self-esteem of students, increased awareness and tolerance of children with challenges, small group instruction within the confines of the larger classroom, and more frequent assessment of children with individualized educational plans.



*An inclusionary classroom*

### **Crisis Intervention Teams**

Funded by the Comprehensive Health Protection Grant, the Hosmer School trained a group of school professionals in how to create protocol around issues of concern to the school and community. Issues identified by the team included crisis management for death, suicide, dysfunctional family matters, emergency to the physical plant and humans, and responding to medical emergencies.

Two response protocols that have been particularly effective are the protocol for behavioral and medical emergencies. Annual training provides a new cadre of professionals with certification in Non-violent Crisis Prevention Intervention. This certificate is renewed

annually. The Crisis Intervention training provides a safe and orderly school, a staff prepared to respond to emergencies, and a handbook of emergency responses available to the community.

A monthly "Family Science" class was instituted at the Watertown Housing Authority's Lexington Gardens development. At each session, parents and their children, with the town's Elementary Science specialist, work on experiments that can easily be conducted at home. "Family Science" sessions led to an ongoing collaboration between the Watertown Housing Authority and the Watertown Public Schools.

### **Middle School Advisor/Advisee Program**

The Advisor/Advisee Program was adopted and implemented to assist students in becoming more comfortable in a new school environment, to foster communication between teachers and students, and to improve student performance. Groups have their own meeting space and meet for twenty minutes each morning. During the six day cycle, three days are set aside for discussion, two days for extra help periods, and one day is reserved for Sustained Silent Reading. Advisors also review progress reports and report cards with their advisees and offer suggestions for needed improvements.

One of the most successful components of the program was the Giving Project. Each advisor group had the option to plan its own project in addition to participating in the school-wide project, Pennies for Pine Street (over \$1000 was raised). Many groups took the challenge and collected clothes for the Bristol Lodge Shelter, decorated spoons to raise money for the homeless, donated to Globe Santa, made donations to and worked for the Watertown Food Pantry, decorated housing for the elderly, and assisted with the Christmas Party at the Senior Center.

### **High School Initiatives**

#### **Improving Student Learning For All Students**

This has been achieved through workshops which have focused on different learning styles, alternative assessments, higher expectations for all students, and helping students see learning as a lifelong endeavor.

#### **Respect for Differences**

Student leaders, working with teachers and administrators have organized three successful Days of Respect. They have met with groups of students from other area high schools to plan activities which will improve school climate and make everyone more aware of our individual differences.

#### **Outreach to Parents**

The high school faculty and administration have



organized informational evenings at the Saint James Armenian Church and at Lexington Gardens on Phillip Darch Road. These meetings were well attended and served as an opportunity for mutual sharing about curriculum, expectations, and general information about Watertown High School.

#### **Unique Educational Opportunities for Students**

Students at WHS have the opportunity to participate in a variety of different programs which enrich the classroom experience. Close-Up Washington offers students a unique perspective on all three branches of the federal government during a week long trip to Washington D.C. Harvard Model Congress gives students a chance to role play as senators and congresspeople during a weekend in Boston where students from around the country gather for fun and learning. Bonaire in the Dutch Antilles is the destination of the Biology Club members who go to scuba dive and learn more about the ocean and marine life. Students have the opportunity to visit London, Paris, and Rome for a taste of different cultures and cuisines during the February school break.

#### ***The Professional Development Program***

Improvement of curriculum and instruction is directly related to the staff who deliver services to children. A wide ranging Professional Development Program is offered to staff. This includes courses taught by in-house staff members, partial tuition reimbursement for college graduate level work, and attendance at numerous workshops and conferences.

The Professional Development Council meets ten times during the year to support, monitor, and evaluate the release day programs and to explore potential avenues of professional development for staff. Council members also served as workshop facilitators during centrally-organized release days, assisting speakers and distributing evaluations after each workshop.

#### **Release Days**

All staff attend eight release day programs (1-3 p.m.) conducted monthly from October through May. A program entitled "Respect for Human Differences" was keynoted by Mr. Thomas Reilly (Middlesex County District Attorney). After brief presentations the staff met in small-group sessions to discuss the following topics: hate crimes, gender bias, the needs of gay and lesbian students, and racism.

Release Day programs in December and May are organized by buildings, while the November and April meetings are sponsored by departments. Preparing for an evaluation visit of the New England Association of Schools and Colleges was a major focus for the high school.

System-wide workshops held during January, February, and March offer after-school in-service programs, including a 36-hour course entitled Understanding Teaching I, computer training, and workshops in Art Materials, Television Production, Stress Management, Armenian Language and Culture, and Psychological Barriers to Learning.

In addition, after school multi-session study groups were held on Attention Deficit Disorder, Respect for Differences, Early Childhood Education, and In Pursuit of Excellence: What makes schools great?

The energy manifested by staff in professional development is not limited to the activities of the Council. Professional development has become an integral part of life in the Watertown Public Schools. From the programs offered by the Council to those efforts made by teachers quietly on their own, it is clear that professional growth is a cultural norm for us. All professional development programs are evaluated by participants and the Professional Development Council. Evaluation forms are distributed to participants after workshops. The Council, as part of its regular agenda, reviews the success of its offerings.



# Department of Weights and Measures

The Watertown Department of Weights and Measures is responsible for testing and sealing devices used for commercial weighing and measuring. Under the direction of the Massachusetts Division of Standards, the department checks devices such as scales, gasoline, oil, and taxi meters once every year in order to ensure they function properly. Once tested, the devices are given a seal of approval.

In food and convenience stores, as well as other establishments, the scales used to establish prices are tested using official weights and prescribed methods. At gasoline stations, each meter inside the "pumps" is checked to determine if the amount delivered is identical to the quantity and price shown to the customer. Home heating oil delivery trucks based in Watertown are checked by pumping hundreds of gallons into a test tank and then wrapping a wire seal around the meter. Oil vendors from outside are spot-checked while they make deliveries to residents. And, prior to the annual taxi license renewals, the meters mounted on dashboards of cabs are tested for distance, time, and price.

Listed below are the approximate numbers of devices that are tested:

Scales	225
Gasoline meters	150
Oil Truck meters	25
Taxis	22

Additionally, the department is responsible for checking hawkers and peddlers licenses, unit pricing codes in large markets, and net weights of packaged products. Canteen vendors within and outside of the Town must carry a valid license and, while they are conducting business, are asked to display the license issued by the State. The unit pricing codes in large markets, the orange and white labels attached to the front shelving, are examined by spot-checks and for general compliance. Over the course of the year, and throughout a variety of stores, prepackaged products on shelves are re-weighted by random sampling. Re-weighting products verifies the net contents or weights of packaged goods produced by either the local store or by major manufacturers.

As noted above, the Massachusetts Division of Standards oversees the operations of the local Weights and Measures offices. Also, there are various associations that provide support and training. For the most part, the Weights and Measures department ensures equity in the marketplace.



Presidential and State Election  
November 3, 1992  
Watertown, MA

TOTAL BALLOTS CAST (17,443)

PRECINCTS	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
<b>PRESIDENT &amp; VICE PRESIDENT</b>													
<u>BUSH-QUAYLE</u>	363	321	313	405	290	304	439	351	361	387	452	307	4293
CLINTON-GORE	817	797	923	1074	859	720	849	754	934	737	848	665	9977
FULANI-MUNOZ	3	0	4	1	2	0	0	2	2	1	3	1	19
HAGELIN-TOMPKINS	2	0	3	0	0	1	1	1	0	0	1	1	10
LAROUCHE-BEVEL	0	0	0	0	0	1	0	0	1	1	0	0	3
MARROU-LORD	7	7	5	5	3	9	8	1	7	4	5	3	64
PEROT-STOCKDALE	221	211	225	264	206	198	256	270	267	258	245	203	2824
PHILIPS-KNIGHT	1	0	0	0	0	0	2	0	0	0	2	3	8
BRISBEN-GARSON	0	0	0	0	0	0	0	0	0	0	0	0	0
DODGE-ORMSBY	0	0	0	0	0	0	0	0	0	0	0	0	0
SCATTERINGS	1	5	2	4	3	6	3	1	5	4	5	2	41
BLANKS	15	16	13	17	15	11	12	14	19	12	26	24	194
<b>REPRESENTATIVE IN CONGRESS</b>													
<u>JOSEPH P. KENNEDY</u>	1045	1020	1114	1296	1072	923	1155	1041	1185	1036	1161	875	12923
<u>ALICE HARRIETT</u>													
NAKASH	288	258	281	350	229	256	301	274	301	277	320	256	3391
Scatterings	4	2	4	9	6	5	8	3	3	4	4	2	54
BLANKS	92	77	85	115	71	66	104	76	107	86	102	76	1057
<b>COUNCILLOR</b>													
<u>ROBERT B. KENNEDY</u>	876	856	914	1027	863	743	876	837	983	849	942	727	10484
<u>VINCENT P.</u>													
Mclaughlin	351	315	327	443	301	327	430	352	383	371	429	306	4335
SCATTERINGS	1	1	0	5	2	1	1	1	3	1	2	2	20
BLANKS	210	185	243	294	212	179	261	204	227	182	214	174	2585
<b>SENATOR GENERAL COURT</b>													
<u>MICHAEL J. BARRETT</u>	990	985	1076	1262	1032	902	1130	1006	1139	1045	1138	860	12565
SCATTERINGS	16	15	14	19	12	20	14	23	20	15	30	15	213
BLANKS	423	357	394	489	334	328	424	365	437	343	419	334	4647
<b>REPRESENTATIVE GENERAL COURT</b>													
<u>WARREN TOLMAN</u>	1047	1053	1155	1372	1108	967	1234	1095	1192	1123	1241	945	13532
Scatterings	14	15	10	16	18	16	9	15	16	17	26	14	186
BLANKS	368	289	319	382	252	267	324	284	388	263	320	250	3706



PRESIDENTIAL AND STATE ELECTION  
NOVEMBER 3, 1992  
WATERTOWN, MA

SHERIFF

JOHN P. MCGONIGLE	829	789	925	1042	841	753	909	853	945	817	935	725	10363
MICHAEL J. DEVER	349	342	297	405	308	301	392	329	362	385	417	292	4179
Scatterings	7	5	2	6	3	5	1	4	5	0	4	3	45
BLANKS	244	221	260	317	226	191	266	208	283	201	231	189	2837

COUNTY COMMISSIONERS

EDWARD J. KENNEDY	716	712	781	838	719	620	730	696	797	710	804	592	8715
Thomas J. Larkin	568	579	645	743	601	507	676	612	633	594	641	521	7320
James P. Regan	303	308	316	404	280	323	409	349	339	373	406	234	4044
Edward L. Weinberg	203	193	179	258	150	165	221	187	198	205	223	145	2327
Richard S. Mahoney	114	97	108	104	102	100	118	117	115	112	129	104	1320
SCATTERINGS	0	3	2	6	2	4	7	1	7	1	3	2	38
Blanks	954	822	937	1187	902	789	974	874	1103	811	968	820	11141

QUESTION # 1 Establish Health Protection Fund

YES	832	788	934	1187	875	779	968	779	861	725	819	652	10199
NO	500	499	481	511	458	438	553	550	621	636	674	490	6411
BLANKS	97	70	69	72	45	34	47	65	114	42	94	67	816

QUESTION # 2 Certain Banks, Insurance Companies, and publicly-traded corporations file annual reports

YES	712	711	852	977	792	669	862	754	798	724	806	624	9281
NO	501	474	445	552	443	459	537	492	562	538	596	426	6025
BLANKS	216	172	187	241	143	121	169	148	236	141	185	159	2118

QUESTION # All packaging reduced in size, reusable or recycled material

YES	637	647	785	999	784	649	756	618	691	544	614	519	8243
NO	677	640	619	692	548	560	755	706	790	815	868	617	8287
BLANKS	115	70	80	79	46	41	57	70	115	44	105	73	895

QUESTION # 4 Excise tax on oil, toxic materials, and other hazardous substances.

YES	619	622	731	901	725	589	706	601	657	551	626	488	7816
NO	608	593	613	712	536	560	725	666	715	740	791	583	7837
BLANKS	207	142	140	157	117	101	137	127	224	112	170	138	1772



**DISTRICTS A, B, C, D; PRECINCTS 1-12  
TOWN OF WATERTOWN - GENERAL ELECTION  
TUESDAY, NOVEMBER 2, 1993**

N/A - Not Applicable

**COUNCIL PRESIDENT & MEMBER  
OF THE SCHOOL COMMITTEE**

	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	VOTER %
RICHARD E. MASTRANGELO	307	305	402	317	254	286	341	298	271	361	301	185	3,628	75.7%
BLANK	90	113	137	93	69	72	89	81	70	107	119	71	1,111	23.2%
WRITE-IN	1	4	9	3	8	3	5	3	1	2	12	4	55	1.1%
	398	422	548	413	331	361	435	382	342	470	432	260	4,794	

**COUNCIL-AT-LARGE**

		DISTRICT A			DISTRICT B			DISTRICT C			DISTRICT D			TOTAL		
		1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	VOTER %	
RACHEL KAPRIELIAN		231	331	387	339	241	222	320	214	185	278	292	188	3,226	67.3%	
MARILYN PETITTO DEVANEY		248	215	320	208	198	230	277	256	254	313	273	174	2,966	61.9%	
SANDRA KASABIAN HOFFMAN		173	212	236	180	154	178	192	146	140	193	194	99	2,097	43.7%	
DAVID CARUSO		159	175	179	148	123	132	173	183	172	204	185	110	1,951	40.7%	
MARK SIDERIS		103	92	140	113	107	201	113	96	76	118	163	69	1,391	29.0%	
MAZAR VBYSSI		79	39	52	24	30	31	44	28	28	37	38	27	455	9.5%	
BLANK		598	624	877	638	467	450	818	591	514	737	575	369	7,058	N/A	
WRITE-IN		1	0	1	4	4	0	3	4	1	2	8	4	32	0.7%	
		1,592	1,688	2,192	1,652	1,324	1,444	1,740	1,528	1,368	1,880	1,728	1,040	19,176		

### DISTRICT A COUNCILLOR

[illegible]

**DISTRICT B COUNCILLOR**

[illegible]

## DISTRICT C COUNCILLOR

	DISTRICT A			DISTRICT B			DISTRICT C			DISTRICT D				
	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	VOTER %
ANDREW RUDALEVIGE							319	256	217				792	68.3%
BLANK							112	123	123				358	30.9%
WRITE-IN							4	3	2				9	0.8%
							435	382	342				1,159	



# OFFICIAL COMBINED TOTAL BALLOT COUNTS

DISTRICTS A, B, C, D; PRECINCTS 1 - 12  
TOWN OF WATERTOWN - GENERAL ELECTION  
TUESDAY, NOVEMBER 2, 1993

DISTRICT D COUNSELLOR	District A			District B			District C			District D			TOTAL	VOTER %
	1	2	3	4	5	6	7	8	9	10	11	12		
TASO DASKALAKIS										310	288	166	774	66.6%
BLANK										159	127	91	377	32.4%
WRITE-IN										1	7	3	11	0.9%
	470			432			260			1,162				

SCHOOL COMMITTEE	District A			District B			District C			District D			TOTAL	VOTER %
	1	2	3	4	5	6	7	8	9	10	11	12		
STEPHEN MESSINA	236	220	282	253	207	234	278	230	208	287	265	156	2,871	58.9%
SUSAN KELLEY MACDONALD	217	239	303	243	198	231	284	214	214	274	257	148	2,802	58.4%
PAUL S. MCGOVERN	179	119	227	210	177	190	225	178	155	238	223	140	2,257	47.1%
BLANK	559	678	820	533	408	422	540	524	450	609	542	331	6,416	N/A
WRITE-IN	3	1	2	0	3	6	0	2	1	4	9	5	38	0.8%
	1,194			1,266			1,844			1,239			14,382	

LIBRARY TRUSTEE	District A			District B			District C			District D			TOTAL	VOTER %
	1	2	3	4	5	6	7	8	9	10	11	12		
GRACEMARIE V. LEBLANC	148	198	208	182	155	183	191	171	157	242	246	103	2,182	45.5%
RAYA STERN	150	141	194	182	156	165	215	161	154	169	198	118	2,001	41.7%
JEANNE M. CARUSO	189	176	223	114	113	187	166	152	134	237	198	103	1,972	41.1%
NANNETTE CITRON SCHWARTZ	100	180	227	148	91	94	105	97	104	80	91	48	1,366	28.5%
KATHERINE H. BUTTON	103	98	112	124	105	85	118	88	70	141	133	68	1,251	26.1%
PHYLLIS B. SANDELL	90	79	80	73	57	67	101	82	73	83	78	59	919	19.2%
BLANK	414	398	602	415	314	306	409	394	332	458	354	283	4,677	N/A
WRITE-IN	0	0	0	0	2	6	0	1	2	0	0	3	14	0.3%
	1,104			1,266			1,844			1,239			14,382	

1993 GENERAL ELECTION VOTE TOTALS														
District A			District B			District C			District D					
1	2	3	4	5	6	7	8	9	10	11	12	TOTAL		
TOTAL VOTES CAST		398	422	548	413	331	381	435	382	342	470	432	260	4,794
PERCENTAGE OF PRECINCT VOTERS		28.9%	30.0%	34.7%	22.9%	23.0%	25.7%	24.9%	23.0%	22.5%	28.9%	27.4%	18.6%	25.9%
DISTRICT VOTE TOTALS		1,388				1,105				1,159		1,162		4,794
DISTRICT VOTE PERCENTAGE		31.7%				23.8%				23.5%		25.2%		25.9%

1993 VOTER REGISTRATION TOTALS													
District A			District B			District C			District D				
1	2	3	4	5	6	7	8	9	10	11	12	TOTAL	
1,333	1,408	1,570	1,802	1,437	1,404	1,749	1,658	1,518	1,628	1,576	1,400	18,480	
PRECINCT REGISTERED VOTERS													
4,320			4,643			4,825			4,602				18,480
DISTRICT REGISTERED TOTAL													
30.9%			32.6%			36.6%			30.9%			34.2%	30.4%
PRECINCT PCT OF DISTRICT TOTAL													
23.4%			25.1%			28.6%			24.9%				
DISTRICT PCT OF TOWN TOTAL													



Town of Watertown

**Total Tally Sheet**

# Eligible Voters

State Election  
November 8, 1994

Total Votes Cast

Percentage Turnout

Precinct	Wat. Prec. A-1	Wat. Prec. A-2	Wat. Prec. A-3	Wat. Prec. B-4	Wat. Prec. B-5	Wat. Prec. B-6	Wat. Prec. C-7	Wat. Prec. C-8	Wat. Prec. C-9	Wat. Prec. D-10	Wat. Prec. D-11	Wat. Prec. D-12	Grand Total
<b>Total Votes Cast</b>													
<b>OFFICES and CANDIDATES</b>													
<b>Councilor</b>													
Blanks	179	206	263	307	212	201	305	266	222	253	241	219	2,874
Cynthia S. Creem	543	583	694	765	631	624	763	722	622	773	719	627	8,066
William M. Monnie	213	199	204	266	180	206	262	257	204	255	229	186	2,661
Write-ins	2	1		1	1	5		2			2	1	15
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>Senator in General Court</b>													
Blanks	213	176	243	272	191	219	263	270	247	213	207	216	2,730
Warren Tolman	719	803	904	1,054	829	802	1,053	965	787	1,048	966	809	10,739
Write-ins	5	10	14	13	4	15	14	12	14	20	18	8	147
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>Representative in General Court</b>													
Blanks	248	183	274	271	216	251	291	344	303	290	269	254	3,194
Rachel Kaprielian	671	794	862	1,051	789	764	1,021	881	727	951	905	757	10,173
Write-ins	18	12	25	17	19	21	18	22	18	40	17	22	249
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>District Attorney</b>													
Blanks	250	228	304	361	245	249	319	311	277	248	275	260	3,327
Thomas F. Reilly	682	755	850	970	774	773	1,002	925	763	1,018	904	766	10,182
Write-ins	5	6	7	8	5	14	9	11	8	15	12	7	107
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>Clerk of Courts</b>													
Blanks	298	274	334	457	297	311	430	384	337	352	332	319	4,125
Edward J. Sullivan	634	709	818	876	722	713	893	852	703	915	841	709	9,385
Write-ins	5	6	9	6	5	12	7	11	8	14	18	5	106
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>Register of Deeds</b>													
Blanks	168	190	233	274	209	180	260	244	232	205	199	198	2,592
Eugene C. Brune	476	524	619	683	553	567	669	655	550	707	668	553	7,224
Jane Sullivan Savery	290	275	309	381	261	287	401	347	264	368	321	282	3,786
Write-ins	3			1	1	2		1	2	1	3		14
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>
<b>County Commissioner</b>													
Blanks	177	200	246	308	211	208	289	265	237	217	225	198	2,781
Francis X. Flaherty	505	557	660	712	597	574	743	724	602	806	706	599	7,785
Barbara J. Collins	254	229	253	318	214	251	296	257	206	255	255	232	3,020
Write-ins	1	3	2	1	2	3	2	1	3	3	5	4	30
<b>TOTAL</b>	<b>937</b>	<b>989</b>	<b>1,161</b>	<b>1,339</b>	<b>1,024</b>	<b>1,036</b>	<b>1,330</b>	<b>1,247</b>	<b>1,048</b>	<b>1,281</b>	<b>1,191</b>	<b>1,033</b>	<b>13,616</b>



State Election  
November 8, 1994

Precinct	Wal. Prec. A-1	Wal. Prec. A-2	Wal. Prec. A-3	Wal. Prec. B-4	Wal. Prec. B-5	Wal. Prec. B-6	Wal. Prec. C-7	Wal. Prec. C-8	Wal. Prec. C-9	Wal. Prec. D-10	Wal. Prec. D-11	Wal. Prec. D-12	Grand Total
<b>Question 1</b> Restricts business but not unions from contributing to ballot questions campaigns.													
Blanks	95	91	94	102	47	59	98	85	106	90	86	65	
Yes	343	411	509	576	439	416	536	505	406	516	469	408	1,018
No	499	487	558	661	538	561	696	657	536	675	636	560	5,534
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033	7,064
													13,616
<b>Question 2</b> Keep mandatory seat belt law.													
Blanks	86	63	75	58	21	46	61	78	75	64	84	36	747
Yes	522	550	690	907	637	637	848	656	581	683	605	599	7,915
No	329	376	396	374	366	353	421	513	392	534	502	398	4,954
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033	13,616
<b>Question 3</b> Fee on tuition bills.													
Blanks	142	114	130	151	83	100	138	139	160	160	150	104	1,571
Yes	361	390	499	575	417	470	594	525	389	532	501	431	5,684
No	434	485	532	613	524	466	598	583	499	589	540	498	6,361
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033	13,616
<b>Question 4</b> Term limits.													
Blanks	113	81	102	109	44	69	96	109	123	105	119	69	1,139
Yes	385	428	462	493	386	434	532	527	436	582	504	417	5,586
No	439	480	597	737	594	533	702	611	489	594	568	547	6,891
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033	13,616



Question 5 Retail stores open on Sundays and Federal holidays.												
Blanks	91	60	80	70	31	40	63	70	85	70	81	50
Yes	446	490	518	613	500	553	646	591	531	618	600	509
No	400	439	563	656	493	443	621	586	432	593	510	474
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033
Question 6 Graduated Income Tax.												
Blanks	92	68	86	75	40	52	74	78	96	73	101	54
Yes	301	379	454	551	416	374	483	435	399	483	392	379
No	544	542	621	713	568	610	773	734	553	725	698	600
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033
Question 7 Sets up Graduated Income Tax Rates.												
Blanks	95	77	94	91	46	69	83	85	111	88	91	61
Yes	270	366	425	509	379	355	444	414	368	451	376	336
No	572	546	642	739	599	612	803	748	569	742	724	636
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033
Question 8 Gasoline taxes used solely for highways, road, and bridge repair.												
Blanks	124	97	106	101	54	67	91	101	128	115	121	67
Yes	573	635	758	597	672	727	921	804	663	845	795	699
No	240	257	297	341	298	242	318	342	257	321	275	267
TOTAL	937	989	1,161	1,039	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033
Question 9 Prohibits Rent Control.												
Blanks	85	77	77	80	34	58	80	93	113	96	91	62
Yes	509	501	606	684	510	532	762	694	489	708	668	564
No	343	411	478	575	480	446	488	460	446	477	432	407
TOTAL	937	989	1,161	1,339	1,024	1,036	1,330	1,247	1,048	1,281	1,191	1,033





**Pictured above, the Watertown Administration Building on Main Street where all branches of local govenment convene.**